CHAPTER 8.

FINANCE AND TAXATION

Section 8.1 FISCAL YEAR

The fiscal year of the Town shall begin on the 1st day of July and shall end on the 30th day of June.

Section 8.2 AUDITS

A. Annual Audit. The Finance Committee shall appoint an independent public accountant or firm of independent public accountants to annually audit the books and accounts of the Town as provided in the General Statutes. The term of such appointment shall not exceed four years and shall not extend more than one year beyond the next regularly scheduled election for the office of First Selectman. The auditor may make recommendations for improvements in the method of keeping the Town records, but such recommendations shall not become effective until accepted by the Finance Committee in consultation with the Board of Selectmen.

B. Special Audits. The Finance Committee may call for a special audit upon the death, resignation or removal of a Town official or in cases of malfeasance. The Board of Selectmen may request the Finance Committee to call for a special audit for due cause.

Section 8.3 TREASURER

A. The Board of Selectmen shall appoint a Treasurer or Deputy Treasurer who shall have all the powers and perform all the duties that are vested by the General Statutes in town Treasurers. The Treasurer shall serve at the pleasure of the Board of Selectmen and may be appointed or removed by vote of a majority of the entire Board. The Board of Selectmen may, at its option, appoint the town Finance Director or the Town Administrator as Treasurer.

B. The Treasurer shall report quarterly and upon request, all revenues, investments and expenditures to the Board of Selectmen and to the Finance Committee, which may make appropriate recommendations thereafter. The Board of Selectmen may appoint a Deputy Treasurer who shall perform such duties as may be required by the Board of Selectmen and shall have all the powers and duties of the Treasurer in the event of the Treasurer's absence or disability.

Section 8.4 PREPARATION OF THE BUDGET AND CAPITAL IMPROVEMENT REPORT

The Annual Budget process will be presented in four sections: Board of Selectmen section; Board of Education section; Finance Committee section that shall include the Contingency Fund and Debt Service; and the Capital Improvement section prepared by the Board of Selectmen.

A. Financial Plan.

No sooner than the first (1^{st}) day of October and no later than the fifteenth (15^{th}) day of November of the current fiscal year, the First Selectman shall convene a meeting of the Boards of Selectmen

TOWN OF

BOLTON

CONNECTICUT

Town Administrator Search

Proposal for Executive Recruitment Services

PEOPLE

COMMUNITY

SERVICE

OPPORTUNITY



PREPARED FOR

Town of Bolton

SUBMITTED BY

Municipal Solutions LLC

OCTOBER 2026

Prepared for:
Town of Bolton
222 Bolton Center Road
Bolton, CT 06043
Attn: Search Committee
c/o James Rupert, Town Administrator

Prepared by:
Municipal Solutions LLC
Local Government Services
875 S. Estrella Parkway # 5038
Goodyear (Phoenix), AZ, 85338
David A. Evertsen, CEO & Principal
devertsen@municipalsolutions.org

MUNICIPAL SOLUTIONS®
EFFICIENCY. TECHNOLOGY. SAFETY.

888-545-7333

28 October 2026

Town of Bolton
222 Bolton Center Road
Bolton, CT 06043
Attn: Search Committee
c/o James Rupert, Town Administrator

RE: Executive Search Proposal & Scope of Work for Town Administrator search

Mr. Rupert & Select Board Members-

Thank you for the opportunity to assist you during this challenging transition. Finding a new Town Administrator isn't pleasant, but our comprehensive, hands-on recruitment process is proven to provide you the success you desire! Our **Executive Search Team** is highly respected, and they use an effective and proven process which has aided more than 400 successful local government searches and interim placements:

- ✓ we consider the **unique needs** of our client organizations,
- ✓ we have managed **multiple / concurrent searches** for multiple clients,
- ✓ we rely on a **national network** of 6,000 public administrators and 9,000 elected officials,
- ✓ we use a **3-part Recruiting Process** including both *manual* (personal) and *digital* (social media) methods system to attract candidates – including those not previously considering a change of venue,
- ✓ we developed **SmartCheck®** – a **4-level background investigation** process of social media / news archives, references, employment & education verification, and criminal / civil / financial records,
- ✓ we attract incredible men, women and minorities who could be a 'best fit' for and committed to your community.

Our process is *technical* and *collaborative.* Our success of this recruitment will come from collaboration with you, select staff, the Select Board and – when the time is right – even members of the community!!!

This proposal includes an investment of $24,900 – which includes all travel and expenses, and we offer significant reductions for *future* searches should you need them. We aim to keep out clients happy.

Cost per complete standard search		
Town Administrator	**2nd future search***	**3rd future search***
$24,900	**$22,900*** *-$2,000*	**$20,900*** *-$4,000*

**if we modify the initial base recruitment profile.*

Some of the Executive Searches and placements:

- ➢ ***Maryland:*** *Baltimore, Brunswick, Cheverly, Glenarden, La Plata, MD Parks & Planning Commission;* ***Massachusetts:*** *Dartmouth, Winchendon;* ***New Hampshire:*** *Hanover, Haverhill;* ***Pennsylvania:*** *Upper*

Darby Township, Norristown (x5); ***Virginia:*** *Colonial Heights, Danville, Loudoun County, Prince William County, Roanoke, Winchester, York;*

Our national & state-by-state search experience uniquely qualifies us for this assignment:

- *Arizona, Alabama, Alaska, Florida, Georgia, Illinois, Iowa, Kansas, Kentucky, Maine, Maryland,* ***Massachusetts,*** *Michigan, Mississippi, Minnesota, Montana,* ***New Hampshire****, New Jersey, New Mexico, New York, North Carolina, Oklahoma, Ohio, Oregon, Pennsylvania, Rhode Island, Texas, Virginia, Washington, Washington D.C, and more!*

We have successfully matched 100s of governments with their next executive and have conducted *concurrent* national searches for a variety of positions. A few of our past & current clients include:

- ***Alaska:*** *Matanuska-Susitna Borough, North Pole, Sitka, Valdez;*
- ***Arizona:*** *Anthem, Avondale, Buckeye, Chandler, El Mirage (x4), Flagstaff, Fountain Hills, Glendale, Goodyear, Guadalupe, Kingman, Mesa, Maricopa, Payson, Phoenix, Queen Creek, Safford, Scottsdale, Tusayan, Yuma;*
- ***California:*** *Apple Valley, Arvin (x3), Blythe, California City, Chula Vista, Coachella, Costa Mesa, Desert Hot Springs, Dinuba, Eureka, LaFayette, La Habra Heights, Loma Linda, Los Angeles Redevelopment Agency, Madera, Manteca, Petaluma, San Bernardino County, & Vallejo;*
- ***Iowa:*** *Ankeny, Indianola, Polk County, Sioux City (x2), Windsor Heights;*
- ***Kansas:*** *Arkansas City, Salina;*
- ***Michigan:*** *Manistee, Walker;*
- ***New Mexico:*** *Alamogordo, Farmington, Gallup, Sunland Park;*
- ***Nevada:*** *Elco, Mesquite, North Las Vegas;*
- ***Texas:*** *Bellville, Corpus Christi, Lampasas, Odessa (x4) & Port Arthur (x3);*
- ***Utah:*** *Centerville, Clearfield, Cottonwood Heights, Draper, Eagle Mountain, Fruit Heights, Harrisville, Hurricane, Kaysville, Layton, Lindon, North Ogden, Pleasant Grove, Pleasant View, Provo, Syracuse, Washington Terrace, and West Jordan;*
- ***Washington:*** *Fife, Oak Harbor, Sunnyside, Surprise; and Tacoma; (complete list within the proposal).*

We are your safe pair of hands.

The following material should illustrate our qualifications and provide a detailed Scope of Work for our **Executive Search** services. Included are the following attachments:

- □ **Statement of Qualifications:** standard Scope of Work, customized Recruitment Schedule, Cost;
- □ **Transition Assistance:** *contract Negotiation, Team-building, 6-month Performance Evaluation*;
- □ **Finalist Candidate Report:** *sample from Winchendon, MA Town Manager recruitment*
- □ *Sample* **Recruitment Profiles** x 2: *Winchendon (MA) and Haverhill (NH*)

PLUS: 3-month and 6-month evaluation support & Team-Building facilitation (no additional cost)

Please contact me personally at (888) 545-7333 or on my cell phone at (928) 220-2611 if you have any questions.

We can't wait to get started!!!

Thank you kindly,

David Evertsen, *CEO & Principal*
Municipal Solutions, LLC

Table of Contents

SECTION 1 – PROPOSAL EXECUTIVE SUMMARY 7
Objective, Goals, Scope of Work
Completion & Deliverables Timeline
Cost Options & Warranty

SECTION 2 – SCOPE OF SERVICES (*DETAILED*) 11
Activity 1: Client-Consultant Interviews
Activity 2: Job Profile & 3-part Dynamic Recruiting
Activity 3: 4-level Background Screening Process
Activity 4: Finalist Selection & Candidate Interviews
Activity 5: Transition Assistance & Warranty

SECTION 3 – PROFILE OF THE FIRM 17
Company Origins & Structure
Work Samples (links)
News Media (links)
Ethos & Attributes
Executive Recruitment & Interim Management Team

SECTION 4 – DETAILED COST PROPOSAL 27
Cost Options
Transition Assistance
2-year Warranty

SECTION 5 – RECRUITMENT COMPLETION SCHEDULE (*PROPOSED*) 29
*Deliverables & Timeline (proposed_*

SECTION 6 - CLIENT REFERENCES & EXPERIENCE OF THE FIRM 31
12 Recruiting / Personnel Project References
82 Similar Projects
Work Samples
Sample News Media

EXHIBIT A– EXECUTIVE SEARCH – COMPLETED RECRUITMENTS 35
Recruitment Profile (attached)
Candidate Background Report (attached)


BOLTON, CT
EST. 1720
TOWN OF BOLTON, CONNECTICUT
1720
MUNICIPAL SOLUTIONS®
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EXECUTIVE SUMMARY

Below is a *brief* description the scope of work detailed in this proposal that Municipal Solutions, LLC will deliver including the costs and timeline for expected delivery. It is recommended that the proposal is read and considered in its entirety.

Objectives

This project will be the mechanism for attracting, evaluating, screening, recommending, interviewing and on-boarding high-quality candidates through a well-established, successful Executive Search process. Our work will shape the efficient management, culture and effectiveness of municipal operations for future years.

Municipal Solutions LLC will conduct a dynamic national recruitment, review all candidate credentials, examine their work experience, explore their media and social media history, interview a wide-variety of professional references, conduct comprehensive civil and criminal background checks, sharing these findings with the Select Board and proposing candidates who will likely provide the Town, staff and community with the best possible leadership potential.

Details are provided in the pages following this section.

Goals of this Project

- ✓ Conduct a national and regional search for *Town Administrator*, and
- ✓ Attract, Recruit and Retain a high-quality pool of candidates for consideration by the Select Board.

To accomplish this primary goal, we will perform the following services:

- ✓ Client-Consultant interviews w/ the Select Board and select Department Heads to understand expectation for the recruitment of the new positions requested.
- ✓ Gather information for, prepare, and publish a **10-page color Recruitment Profile** which provides a comprehensive view of the Town, and various organizations, accomplishments, challenges and opportunities in a positive, honest light.
- ✓ Conduct a **3-Part Dynamic Recruitment** using our national professional network & electronic media.
- ✓ Complete **SmartCheck®** a **4-Level Digital and Manual Background Screening Process** examining (1) Pre-screening, (2) internet & social media & news archives, (4) reference interviews, and (5) Comprehensive Background (Education and Employment verification, Civil, Criminal and Financial Investigations.
- ✓ Assist the Select Board in **Finalist Selection and Interview Support.**
- ✓ Candidate transition, on-boarding, and continued assistance.

Scope of Work

Activity 1: Needs Assessment Interviews

- ✓ Client-Consultant conference interviews with the Select Board and Department Heads:
  - *Develop a description of the ideal candidates.*
  - *Learn the issues your new candidates will face.*
  - *Gather materials for our information and to send to potential candidates.*
  - *Discuss compensation packages the Town is prepared to offer.*
  - *Finalize a project schedule.*

Activity 2: Job Profile; 3-Part *Dynamic* Recruitment

- ✓ Design and publish two **10-page color Recruitment Profiles** used to recruit candidates nationally *(see attached sample).*
- ✓ **3-Part Dynamic Recruitment**

1. Active Pursuit. Identify and pursue regional candidates who are qualified for each position (particularly those not actively seeking a new job) and encouraging them to apply.
2. Professional Network. E-mail the advertisement to our professional network of 20,000 public administrators and encourage them to apply and / or share the opportunity.
3. Digital Media. Distribute the profiles and recruitment materials through state and national sources including industry publications & websites.

Activity 3: 4-Level background Screening Process

Candidate Reports (see sample attached) will be provided to the Select Board and will include all updated information – including background investigations – as they are completed at each stage. These reports will aid the Select Board in discussing and deciding on the progression of candidates up to the Finalist interviews.

Level 1 – Candidate Pre-screening. Consultants will carefully review each resume and cover letter, putting all relevant detail into a table for easy reference. Each candidate resumes and cover letter will allow us to screen-out all non-qualified candidates and create a narrower list of 12-15 f*irst-round* candidates (exact number TBD). *Top candidates will be asked to complete a writing sample and will participate in a 15-minute video interview.*

Level 2 – Internet, Social Media & News Archives. Once a first-round of 12-15 potential candidates have been identified, consultants conduct a comprehensive internet search of Social-Media ***(Facebook, X/Twitter, TikTok, Google Plus, Instagram, LinkedIn & News Archives)*** for information regarding each candidate.

Level 3 – Reference Interviews & Writing Samples. We will ask 6-8 *second round* candidates to provide a list / variety of references including elected officials, media, subordinates, and co-workers who will be interviewed by our consultants. Our reference checks might include elected officials, the board attorney, the external auditor, representatives of the local press, community leaders, peers, and subordinate employees – some selected by the candidate, and others we select independently. We prefer a minimum of 6, preferably 8 to 10 interviews per candidate. We will also provide a 6-page questionnaire for candidates to respond to – *a writing sample*. The expectation is to arrive at 4-6 *Finalist Candidates.*

Level 4 – Comprehensive Background Checks. Once 4-6 Finalist Candidates are selected, our consultants examine Employment History, Education Verification, Criminal-Civil-DMV-Credit checks.

Activity 4: Finalist Selection & Interview Support *(recommended)*

Interview Preparation. Consultants will assist in the preparation and coordination of the interview process, including the recommendation of an effective interview process (to be determined). Panels might often include a **Technical Panel** and **Administrative Panel**, the opportunity to meet various department staff, a Community Event or Social, tour of the Town and **Executive Panel** Interview.

Decision-Making. Once the interviews are completed, we will provide any additional information the Recruitment Team, needs in making the final determination.

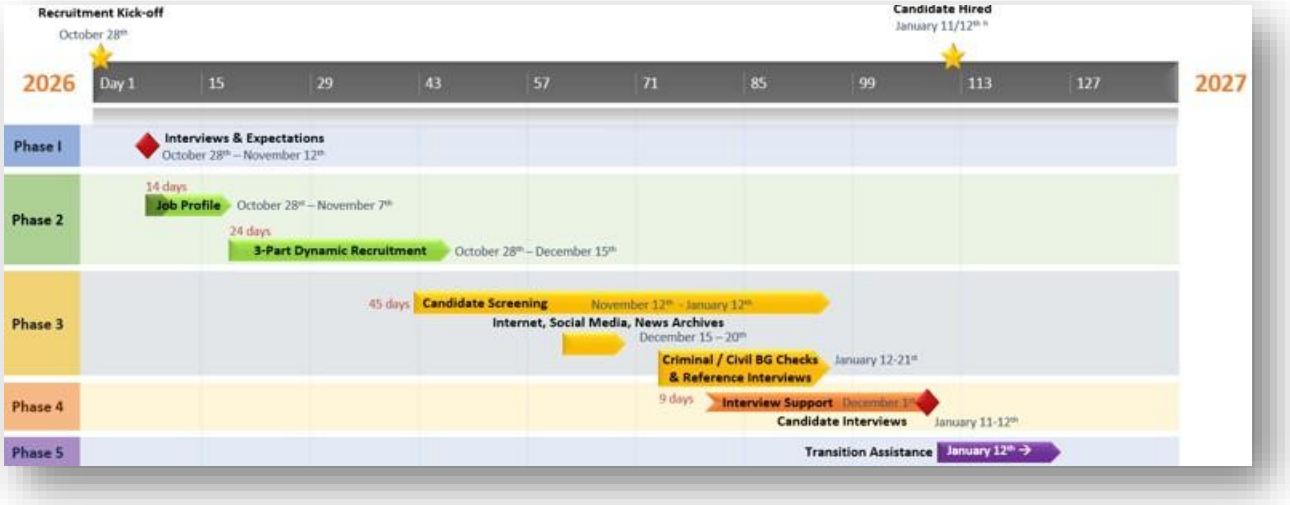
Activity 5: Transition Assistance & Warranty

Consultants will serve as a resource in the effective transition of the candidate into employment with the Town. This important step includes negotiating the compensation package (if desired) assuring continuity and cohesiveness with a **Team-building Workshop** at 6 months, and assistance in the *new employee's* ***Performance*** **Evaluation** at 6 or 12 months – if requested for no additional cost.

Other team-building / leadership training and Meyers Briggs / Color Code personality testing and training is also available under separate agreement. Warranty will extend for 2 years and is explained below

Completion & Deliverables Timeline (sample)

Our standard recruitment process requires 90-days to assure a high-quality result which produces a candidate who has a compelling reason to be in your community, and who is committed to building a future with you. Below is a standard, sample timeline.



Costs

Municipal Solutions provides a highly-discounted rate for multiple recruitments. Our standard *(negotiable)* price range of **$24,900** for a single search, is significantly reduced to **$22,900*** for a second search if completed concurrently with the first, and **$20,900*** for a third search if requested during or within 6 months of the second. See table below.

Phase	Cost per standard search*		
	Town Administrator	2nd future search	3rd future search
I. Needs Analysis & Interviews^	$5,600	$5,600	$5,600
II. Advertisement & Recruitment	$5,500	$4,900	$4,250
III. Candidate Screening & Selection	$5,500	$4,900	$4,250
IV: Coordination of Interviews & Selection	$5,400	$4,900	$4,200
V: Contract Negotiation & Warranty	$2,900	$2,600	$2,600
Total	**$24,900**	**$22,900*** *-$2,000*	**$20,900*** *-$4,000*

** if we modify the initial base recruitment profile.*

Costs include all advertising and *preliminary* background checks. Expenses and fees associated with Comprehensive Finalist Background Checks and candidate travel for interviews and will be invoiced separately as the total number of BG checks to be conducted will be determined by the client. The average additional expense $400 per candidate, depending on work history and residency.

Payment will be rendered as follows:

- Initial payment for mobilization and travel – Phase I
- Progress payments at the end of each Phase II – V as indicated above.
- Separate invoice for criminal / civil background checks and employment / education verification.

Transition & Warranty *(unique value)*

Our Transition Assistance and Warranty is the best value in the Local Government recruiting business!

1. Transition Assistance. Our goal is to mitigate the difficult issues that may arise through:
   - ✓ ***Contract negotiation*** *assistance (no additional cost),*
   - ✓ ***Team-building / Leadership Workshop*** *w/in 6 months (if requested, no additional cost).*
   - ✓ ***Performance Evaluation*** *assistance w/in 6 months (if requested, no additional cost).*
   - ✓ ***Strategic Planning, Organizational Assessment, Compensation Study*** *(for an additional cost*

2. Warranty. If the candidate leaves within two years, we'll repeat the search^:
   - ✓ **First year**: we will repeat a full search at no charge if the candidate leaves w/in 1 year, and
   - ✓ **Second Year:** we will repeat the search for the reimbursement for expenses only if the candidate leaves within the 2nd year.

^provided the full, unaltered search process is followed as outlined, a candidate that we recommended and screened is selected, and leaves for any reason other than an act of God. See details below.

SECTION 2. SEARCH METHODOLOGY *(detailed)*

The following methodology has been refined over the past **23 years** and now is virtually foolproof. We will modify it to integrate your ideas into the process. Our goal is to ensure you have the right people to interview as well as the information you need to make the right decision. Below is our 90-day recruitment process.

ACTIVITY 1: CLIENT–CONSULTANT INTERVIEWS

An important part of the recruiter's work is selling the community to the very best candidates (including those that are not actively looking for the next job) while also providing an accurate portrayal of the community and the opportunity.

The principal objective of this conference is to determine the needs of the client and the characteristics of the ideal candidate.

Activity 1 - Needs Assessment
Client & Consultant Conference
Characteristics & Timeline

Activity 2 – Job Profile & Recruitment
Position Profile / Recruiting Materials
3-part *Dynamic* Recruiting

Activity 3 – 4-level Screening Process
Level 4 Background Check
Consultant Reports

Activity 4 – Selection & Interviews
Finalist Selection & Notification
Candidate Assessment / Interview Process
Debriefing and Selection

Activity 5 – Transition Assistance
On-Boarding & Additional Services

Client & Consultant Conference

If the positions are Executive-level positions, our consultants would benefit from personal interviews with the Select Board, members of the Senior Management Team to better understand their understanding of the nature of the position, its duties and responsibilities and what characteristics, skills and attributes will be important for this position. It is also important to understand how your next employee will be judged and how performance will be evaluated. Determining the characteristics of the ideal candidate – such as experience, longevity, education, personality, demeanor, management style, and achievements as well as other items considered important.

Our process involves:

- Compiling background information from the Town's website and other sources including interviews with the Select Board, Senior Management and other staff as appropriate,
- Attend a Select Board meeting (if possible),
- Discuss and determine:
  - characteristics of the ideal candidate *(experience, longevity, education, personality, demeanor, management style, achievements, etc.)*, evaluation / performance criteria, a competitive compensation package, recruitment timeline, and selection criteria and evaluation formats.



If the job description needs to be updated, or is compensation has not been set or updated, this is a good time to make sure to remove any final obstacles which might be an obstacle to attracting the right candidates. If necessary, our consultants will review these materials and recommend reasonable changes.

The other objective of this conference is to finalize the recruitment timeline so candidates can mark their calendars well in advance and will be available when the Select Board wishes to conduct the interviews. Consultant and client will work together to establish a solid recruitment timeline.

ACTIVITY 2: JOB PROFILE & 3-PART *DYNAMIC* RECRUITING

Position Profile / Recruiting Materials

Consultants will develop a high-quality, relevant, color position description is probably the single-most constituting factor to recruitment success. Because we want to attract highly-qualified candidates from an existing position as well as in-transition professionals, the profile must speak to them.

Consultants will combine the information obtained in the initial Client Conference with the background information from the jurisdiction's website and other sources to create a profile which includes: *Community Background, Form of Government, Longevity of Department Heads and Elected Officials, Accomplishments, Challenges / Opportunities and Amenities and Qualifications*

In summary, consultants will:

- ✓ *Develop a draft comprehensive, full-color Recruitment Profile,*
- ✓ *Provide the draft for your review and comment,*
- ✓ *Incorporate your recommended suggestions into the final document; and*
- ✓ *Prepare for national distribution. See Appendix for more samples.*



Dynamic Recruiting

Dynamic Recruiting involves three (3) elements:

1. Digital Media. Consultants will distribute the advertisement and recruitment materials through state and national industry publications & partner websites to reach more than 40,000 views. This includes:
   - International City / County Management Association (ICMA),
   - Connecticut Conference of Municipalities (CCM)
   - New Hampshire Municipal Association (NHMA),
   - Municipal Management Association of New Hampshire (MMANH),
   - Massachusetts Municipal Management Association (MMMA),
   - Vermont League of Cities & Towns (VLCT), and
   - Maine Municipal Association / Maine Town & City Management Association…and more

   We will also use our social media tools including X, LinkedIn and Facebook to reach more than 5,000 direct connections.

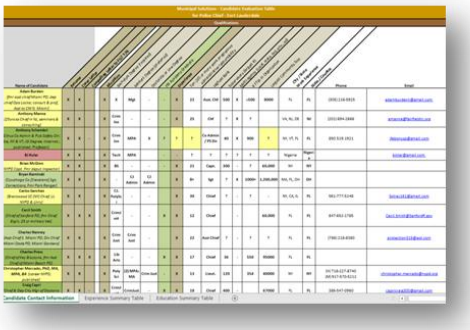
2. Active Pursuit. The best approach is diligent, personal outreach. Consultants will begin searching for and identifying potential candidates locally and regionally who appear qualified for the position (particularly those not actively seeking a new job), and encouraging them to apply.

3. Professional Networking. Consultants will E-mail the advertisement to our professional network of 20,000 public administrators and encourage them to apply and / or share the opportunity.

ACTIVITY 3: 4-LEVEL BACKGROUND SCREENING PROCESS

Level 1 – Initial Candidate Pre-screening

Consultants will carefully review each resume and cover letter, putting all relevant detail into a table for easy reference. The table allows for consultants to maintain a quick-reference of all candidates' qualifications, education and experience, maintaining accurate records of the evaluation process.



Screening Interview (phone or video). Our recruitment team will personally interview each of these candidates using **GoToMeeting** or by telephone. Using what we learned in Phase I of the project and our experience as managers and recruiters, as well as our unique ability to assess candidates, we will determine whether or not to consider them further.



Once we have evaluated the information we have gathered, we will present the strongest candidates to the Recruitment Team for its consideration. It should be noted that selecting strong candidates is both an *art* and *science*. While we believe qualifications important factors for consideration, additionally important factors include individuals who will be a good fit with the Town and who are committed to the community.

***Consultant Report #1**. This report contains the list of top candidates with copies of their resumes, cover letters and our recommendations for Level 2 consideration. A Board-Consultant video conference concludes with agreement on 10-12 candidates to proceed for further investigation.*

Level 2 – Background Checks I: *Internet, Social Media, Newspaper Archives*

We require all candidates to sign an *Acknowledgement and Release Form* granting us permission to begin the background investigation.

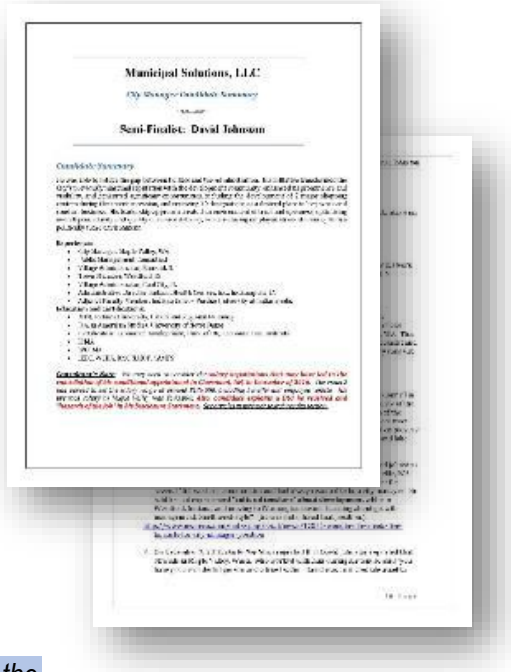
Virtually every local newspaper and has an electronic archive that provides stories about perspective candidates, the issues they have dealt with, how they resolved them and the results. While these articles don't always tell the 'whole story', these articles can also provide valuable insights into the candidate's relationship with the public and the elected officials. Of course, not all news sources are unbiased and we consider that in our evaluation.

Once a first-round of 12-15 potential candidates have been identified, consultants conduct a comprehensive internet search of Social Media *(Facebook, TikTok, Twitter, Google Plus, Instagram, LinkedIn and News Archives)* others for any information regarding each candidate.

***Consultant Report #2**. This updated report provides the more details for each of candidate - the results of the Level 2 backgrounds. A Board-Consultant video conference should conclude with agreement on 10-12 candidates to proceed for further investigation.*

Level 3 - Reference Interviews & Writing Samples

Reference Interviews. We will ask each of the 6-8 *second round* candidates to provide a list / variety of references including current and former elected officials, media, subordinates, and co-workers who will be interviewed by our consultants. References might also include the municipal attorney, the external auditor, staff members, peers, news media representatives, the director of the local chamber of commerce, community activists, and others who know the candidate. We tell the candidate with whom we wish to speak. We also attempt to contact some individuals who are not on the candidate's list. We prefer a minimum of 6, preferably 8 to 10 interviews per candidate. The expectation is to arrive at 4-6 *Finalist Candidates*



Written Introduction / Writing Sample. We will ask each of the 6-8 *second round* candidates to complete a 6-page, pre-formed written introduction describing who they are and their background / experience. This also allows the recruitment team to further evaluate their writing capabilities, their ability to use technology, and commitment to the process.

***Consultant Report #3**. This updated report provides the results of the Level 3 background work on each remaining candidate. A Board-Consultant video conference concludes with agreement on 4-6 candidates to proceed for Final Background investigations.*

Level 4 – Background Checks II: *Criminal, Civil, Education, Employment & Reference Interviews*

Once 4-6 Finalist Candidates are selected, our Consultants examine Employment History, Education Verification, Criminal-Civil-DMV-Credit checks. Through our third-party vendor, **American DataBank®,** we will conduct Federal Criminal & Civil, State & City Criminal & Civil, and Financial including bankruptcy and credit *(prospective Finalists only).* Consultants will also use **DegreeVerify®** for education verification and contact employers to verify employment history.

If we conclude the situation is damaging or even questionable, the candidate should be dropped from further consideration.

***Consultant Report #4**. A final report for each Finalist Candidate is provided to the Select Board. A Board-Consultant video conference concludes with agreement of 3-4 Finalists for in-person interview.*

ACTIVITY 4 – FINALIST SELECTION AND CANDIDATE INTERVIEWS

- **Interview Preparation**. Consultants will assist in the preparation and coordination of the interview process and structure. Consultants will work with the Select Board to develop a process to *fully* assess the candidates. While the particulars will be worked out later, a number of settings could include:
  - **public reception** for the community to meet candidates,
  - **panel interviews** Staff & Community Stakeholders,
  - **formal interviews** with Panels & Executive Team,
  - **a 'simulated' public presentation** on a recent staff report,
  - **Assessment Centers (optional).**



- **Interview process.** Can be very limited in scope or may include *(Sr. Management positions may differ)*:
  - a Community Event or Social,
  - Technical and Administrative Panels,
  - tour of the Town,
  - meeting with various Department Staff, and
  - Executive Panel Interview.
- **Interview Questions.** Consultants may also offer advice on interviewing, standardized panel questions and logistical support during their interviews. Consultants are to provide support, not influence the process.
- **Decision-Making.** Once the interviews are completed, we will provide any additional information the Town needs in making the final determination.

ACTIVITY 5 - TRANSITION ASSISTANCE & WARRANTY

Negotiation / Transition Assistance. To assure an effective transition of the candidate into employment with the Town, Consultants will serve as a resource in the process. This important step assures continuity and cohesiveness and assures an 'obstacle-free' start for your new hire.

Additional Support. Our work is not done when the contract is executed. Our goal is to assist in mitigating any issues that may become intractable. We feel it is our job to help assure a successful transition:

- ✓ **Contract negotiation** assistance *(included)*,
- ✓ **Team-building / Leadership Workshop** w/in 6 months if requested *(no additional cost)*.
- ✓ **Performance Evaluation assistance** for the Town Administrator at 6 & 12 months *(no additional cost)*.
- ✓ **Strategic Planning, Organizational Assessment, Compensation Study** *(additional cost).*

Transition & Warranty *(unique value)*

Our Transition Assistance and Warranty is the best value in the Local Government recruiting business!

1. Transition Assistance. Our goal is to mitigate the difficult issues that may arise through:
   - ✓ ***Contract negotiation*** *assistance (no additional cost),*
   - ✓ ***Team-building / Leadership Workshop*** *w/in 6 months (if requested, no additional cost).*
   - ✓ ***Performance Evaluation*** *assistance w/in 6 months (if requested, no additional cost).*
   - ✓ ***Strategic Planning, Organizational Assessment, Compensation Study*** *(for an additional cost*

2. Warranty. If the candidate leaves within two years, we'll repeat the search^:
   - ✓ **First year**: we will repeat a full search at no charge if the candidate leaves w/in 1 year, and
   - ✓ **Second Year:** we will repeat the search for the reimbursement for expenses only if the candidate leaves within the 2nd year.

^provided the full, unaltered search process is followed as outlined, a candidate that we recommended and screened is selected, and leaves for any reason other than an act of God. See details below.

SECTION 3. PROFILE OF THE FIRM

Our team is one of the most successful and reliable local government consultancies in the United States. We use simple, straightforward and foolproof processes which have successfully improved 100s of cities throughout the United States.

Company Origins



Municipal Solutions was founded in Phoenix, Arizona in 2003 to provide a modern, practical and affordable alternative to typical consulting options. Our initial focus was on small local governments. When the demand for our services grew beyond our capacity, Municipal Solutions became a *'collaborative consultancy'* to form an innovative team of practitioners who really understands the unique needs of communities – with a toolbox of best practices just for you. Over 22 years, Municipal Solutions has become a multi-disciplinary, *international* public-sector management consulting firm which specializes in **Efficiency, Technology** and **Safety**. This three-pronged focus allows our team of 160 practitioner-consultants to provide a variety of services illustrated below.

Efficiency	Technology	Safety
ACCOUNTING & FINANCE Efficiency & Operations Audits Capital Improvement Programs Franchise Review / Revenue Recovery Software Audits & Conversion Process	**BROADBAND** Cable TV Franchises Broadband Feasibility Studies Wireless Tower Agreements Communications Master Plans	**EMERGENCY / RISK MANAGEMENT** Communications Interoperability Emergency Operations Plans Hazards & Risks Assessments Training & Emergency Exercises
HUMAN RESOURCES Class & Compensation Studies Interim Staffing & Executive Search Operations Audits / Efficiency Studies Training: *Customer Service & Leadership* Job Descrip's, Policies & Procedures Manuals	**ECONOMIC DEVELOPMENT** Strategic Planning Statistical Surveys Stakeholder Summits Energy Sustainability Infrastructure Assessments	**PLANNING & ENGINEERING** Transit Studies Strategic Planning General Plan Amendments Capital Projects Management (CIPs) Development & Fiscal Impact Analysis

Corporate Structure

Our '*collaborative consultancy*' model provides you with a unique combination of talents, insights and technical skills regarding best practices on a local and national perspective. Our origins in Arizona expanded to 42 states and then to 13 countries – thanks the help of 160 public sector-practitioners provided real-world solutions to public management problems.



Our consultants have served more than 400 local governments in the United States and 40 countries – altogether, our consultants and have provided solutions to 1,000s of local government officials all over the world including *Afghanistan, Bangladesh, Bosnia, Egypt, Indonesia, Iraq, Italy, Jordan, Kenya, Libya, Myanmar (Burma), Sri Lanka, Turks & Caicos, Trinidad & Tobago, and the United Kingdom* to name a few.

David Evertsen, CEO & Principal personally oversees all consulting projects which are managed by teams of **Senior Associates** and **Senior Analysts** hand-picked and assigned on a 'best fit' basis for each project. Because of our three areas of expertise – we are able to provide a unique approach to problems facing local governments. The standard 'consulting as usual' model is dead.

Since 2003, our **Local Government Consulting** division has helped more than 500 local governments, provincial governments and national government agencies save more than $351,109,000 through comprehensive organizational assessments, careful analysis, prudent recommendations and effective implementation. Through our efforts, nearly 400 local and national government clients have realized greater revenue collections, reduced fraud and improved public access to public services.

Work Samples / Additional Services

While we follow a standard format and process, each client project is unique. Rather than provide a full copy of a Management Plan in this proposal, we have provided the links below to few samples of studies and reports to allow you to better examine our expertise. All services are available at your request



EFFICIENCY STUDIES & OPERATIONS AUDITS - *AK, AZ, CA, CO, FL, KS, KY, NV, MA, MI, OH*

All Departments / Full Service

City of Sitka (AK) – Admin., Electric, Finance, Fleet, Marinas, Public Safety, Utilities
City of Syracuse (UT) – Admin., Council, Finance, Fleet, IT, Police, Solid Waste, Utilities
City of Bellville (TX) – Admin., Community Development, IT, Library, Public Works
City of Dartmouth (MA) – HR, IT, Building / Planning / Zoning, Facilities Management.

Fleet & Facilities

City of Fort Collins (CO) – Facilities, Custodial, Operations & Maintenance
City of Clearfield (UT) – Fleet Maintenance

Finance & IT

City of Daytona Beach – IT & Finance
City of Delray Beach (FL) – Fire, Fleet, IT, Police, Risk Management, Planning

Public Safety & Public Transit

City of Arkansas City (KS) – EMS, Police Fire, Finance, Fire, Fleet, IT, Police
City of Coconut Creek (FL) – Public Transit System Audit & Strategic Plan
Fort Mojave Indian Tribe (AZ, CA, NV) – Police Department Operations Audit

Other: Parkland, FL; Beachwood, OH; Covington, KY; Missouri Dept. of Public Safety

COMPENSATION & CLASSIFICATION STUDIES - *AK, CA, FL, KS, MD, MI, NM, OK, SD*

Small Communities

City of North Pole (AK) – Total Compensation, Admin., Police, Fire, Public Works
Town of Indian River Shores (FL) - Triple-Certified Public Safety Compensation Study
City of Huron (SD) - Full Classification Audit & Compensation Study
City of Tecumseh (OK) – Classifications, Compensation, Benefits Audit

Mid-sized City

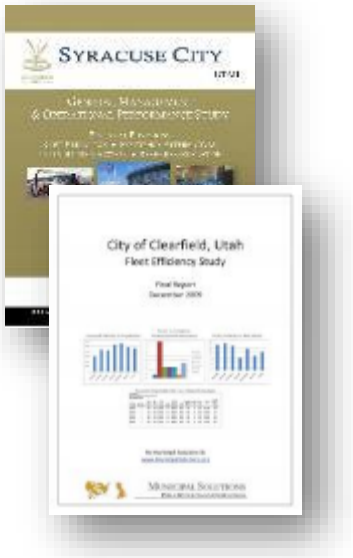
City of Gallup (NM) – Admin., Finance, Fire, IT, Library, Parks, Police, Public Works
City of Walker (MI) - Triple -Certified Public Safety Department

Large City

City of Shawnee (OK) - Admin., Finance, Parks, Public Safety, Public Works (all tables)

Other: Flagstaff, Fountain Hills, Guadalupe, Queen Creek & Scottsdale, AZ; Jupiter Island, Tequesta, FL; La Habra Heights, CA; Largo, Parkland, Tequesta, FL; Elko, NV; Dublin, OH; Huron, SD; Harrisville, Pleasant View, Pleasant Grove, UT; Colonial Heights, VA;

BROADBAND, FIBER & WIRELESS - ***AZ, CA, CO, GA, IL, MT, NV, TX, UT, VA, VT, WA, WY***



Infrastructure Assessments, Policy & Municipal Broadband Strategy

City of Flagstaff (AZ) - Infrastructure Assessment, Broadband Policy & Strategic Plan
City of Goodyear (AZ) – Fiber & Wireless Assessment, Broadband Summit, Strategic Plan
City of Safford (AZ) – Broadband Infrastructure Assessment, Survey & Strategic Plan

Cable TV Franchise Audits, Negotiation & Wireless Tower Agreements

City of Kingman (AZ) - Cable TV Franchise Audit / Inspection Report
City of Maricopa (AZ) - Verizon Cell Tower Proposal Assessment
City of Seabrook (TX) - Review & Recommendations of Cable Franchise Agreement

Other: Cave Creek, Flagstaff, Florence, Superior, Gila & Pinal Counties, Safford, San Carlos Apache Telecom, Wickenburg, AZ; Bountiful, Centerville, Draper, Hurricane, Logan, Payson, N. Salt Lake, UT; La Habra Hts, CA; Upper Dublin Township, PA; Burlington, VT.

Network Design & Construction

Inglewood, Loma Linda, CA; Longmont, CO; Columbia Co., GA; Lewistown, MT; Mesquite, NV; Hurricane UT; Westford, Underhill, Jericho, VT; Kent, WA, Powell, WY; State of Arizona, State of Illinois

CUSTOMER SERVICE & STRATEGIC PLANNING - ***AK, AZ, CA, CO, ID, KS, NM, NC, PA, RI, SD, TX, UT, WA, WY***

City of Arkansas City (KS) - Citizen Customer Service Survey
City of Avondale (AZ) – Leadership Summit & 20-year Strategic Plan
Customer Service Training Program Guide & Client List

Sample News Media

We are accustomed to working in an environment where corresponding to and working with the media is essential. Below are links to some of our new articles.

THE ARIZONA REPUBLIC
REUTERS
PalmBeachPost
MUNICIPAL Finance TODAY
POCONO RECORD News & Information from Northeast Pennsylvania
PM ICMA PUBLIC MANAGEMENT MAGAZINE
ICMA PRESS

Compensation Studies

Buckeye, Tolleson City Managers' salaries outweigh city size (AZ Central)
Some Small City Managers are paid Big-time Salaries (Pressreader)

Executive Searches

Cuyahoga County executive's pick for sheriff (Cleveland.com)
National challenges finding Finance Directors (Municipal Finance Today)
CFO Recruitment for Decatur, Alabama (DecaturDaily.com)
Covington Taps Firm to Find New City Manager (River City News)

Efficiency Studies / Operations Audits

Operations Audit & Management Plan for City of Sitka, Alaska (KCAW Radio)
Covington asks consulting firm for organizational analysis (NKYTribune)
Organizational efficiency audit of city proves hopeful (CourierTraveler) #2, #3, #4, #5.

Local Government Emergency Planning & Preparedness

Review of 25 Eastern US Emergency Response Plans (Pocono Record)

Economic Development, Entertainment Districts & Professional Sports

From 'Cow Town' to 'City of the Future' (Arizona Republic)
Microsoft's Bill Gates Spends $80M On Majority Stake in West Valley Property (KJZZ)
Peoria OK's Key Piece of $90 million P83 Entertainment District (Arizona Republic)
West Valley (Phoenix) Making a Comeback (AZ Bex)
Glendale's (AZ) exit from (NHL) Coyotes arena deal is positive (Reuters)
Glendale and Goodyear pay spring-training ballpark debt (AZ Central)
Avondale's $800K development incentives (Arizona Republic)
Glendale, Goodyear Struggle to pay $260 million spring-training ballpark debt (AZ Central)

Broadband & Military Base Realignment & Closure (BRAC)

Luke AFB Transitions, New Missions Could Ripple (AZ Republic)
Webinar for Municipalities on Building Gigabit Networks (BroadbandBreakfast)

Management & Governance

The Business Case for Superior Project Leadership (iMeetCentral)
Delray looks to upgrade software, safety in billing department (South Florida Sun Sentinel)

Executive Search Ethos & Attributes

Below are some key attributes about our services and results:

- **Quality and Client Satisfaction**
  We are selective with new assignments. When we dedicate ourselves to a client, we dedicate ourselves to getting the job done correctly. Because all of our key people are former public-sector administrators, we aim to deliver on time and on budget. We perform the comprehensive background investigations and we offer the best warranty (2-years) in the business.

- **Completion of Projects within Budget**
  We are proud of our record of completing searches within budget. When we quote a price to the client, that price is what the client will pay, no matter how difficult the search is or what unforeseen circumstances may develop. We have never asked a search client for additional fees - even if we were entitled to do so.

- **High-quality Reputation**
  We have an outstanding reputation and commitment to quality and value. Our work is not done until the client is satisfied. That means we go the extra mile and expend extensive effort and energy to provide the client with expected satisfaction. We do not ask the client for additional fees. Rather, we accept these situations as part of our cost of doing business. We believe that once a contract is signed, we have an obligation to fulfill its requirements excellently and within the budgeted amount.

- **Completion of Projects on Schedule**
  We routinely complete our assignments in 60 to 90 days. Further, since we began performing recruitments, we have never missed a project milestone.

- **Search Completion Record**
  In every case for which we have been selected to perform a senior executive search, the search has been completed and the client has selected from one of our recommended candidates. We have never been fired before a search was completed.

- **Diversity**
  Municipal Solutions has extensive contacts with more than 10,000 public sector professional individuals and organizations – many of whom represent women and minorities. As a result, are thus able to identify and bring a diverse group of finalists to the Town.

- **Prior Names and Litigation**
  Municipal Solutions has never been involved in any litigation in the United States, except to testify as an expert witness on behalf of one of the parties. Our company has always operated under its current name. Our performance has never been questioned to the point that legal action resulted.

- **Insurance**
  To protect our clients, Municipal Solutions maintains the following insurance coverages: (1) General Liability insurance of $2 million combined single limit per occurrence for bodily injury, personal injury, and property damages, (2) Automobile Liability insurance of $1 million per accident, and (3) Professional Liability insurance of $2 million per occurrence. We are not typically subject to the requirements for workers compensation and employer liability insurance. If required by the client, and if it is available to us, we will obtain these two coverages prior to contract execution.

Executive Recruitment & Interim Services Team

Our Executive Search and Interim Services team is highly specialized.

Each of our Executive Search Team brings a uniquely local government skill set and a refreshingly creative perspective to the search process. Municipal Solutions consultants are among the best and brightest Public Administrators in the United States. Our collaborative-consultant network of 100s of highly-qualified public administrators assures each and every client familiarity and sensitivity to local & regional issues with a toolbox of resources available to assist at every level of government.

Our **Executive Search** consultants have conducted more than 400 public and private-sector searches for clients in twenty-three states. The basic approach we have presented in the Scope of Services section of this document. It has been refined over the years to the point where it is problem-free.

David Evertsen - Principal consultant to +5,000 public servants in the US and Globally.

Sean Baenziger – Senior Associate, has assisted +50 national executive searches.

Marie Lopez Rogers –Minority & Women expert; former President of NLC; recognized by Presidents Obama & Biden.

Kathryn Knutsen – completed 1000s of health care & local government recruitments. Candidate evaluation, background / reference / employment verification and interviewing.

Cristian & Roberto Morelli, Conner Poulsen – interviewing and background report assembly.

Key personnel that will be utilized in this project are listed below.

David A. Evertsen, *CEO & Principal*
Recruitment Manager



Mr. Evertsen has been recognized nationwide for his ability to "make significant contributions while facing difficult constraints," and has repeatedly positioned agencies and staff to handle tremendous and possible unanticipated change, due in part to knowing "how to get the job done, through analysis, vision, and successful collaboration of skilled resources." He is an accomplished public speaker in local, national and international settings.

Mr. Evertsen has successfully managed 1,000's of consultants, trained more than 14,000 civil servants while managing more than 400 consulting projects on 4 continents in the past 20 years – including design and facilitation of more than 100 organizational development and strategic planning workshops and trainings. His professional experience includes: *Arbitrator, Facilitator, Negotiator, Commercial, Industrial and Residential Developments, Recruiter, Government Relations, Statistician, Data Modeler, Emergency Management Planner, Urban Planner, Master Trainer, Chief Executive, Chief of Party, Team Leader, Public Speaker and advisor to Governors, Senators and Congressmen.*

He has personally managed more than 300 client Human Resource projects which include:

- **Executive Searches & Interim Placements** for Coconut Creek, Daytona Beach, Largo, Parkland, St Cloud, FL; Arvin, Blythe, California City, Desert Hot Springs, Madera, and Coachella, CA; El Mirage, Goodyear, Scottsdale, and Glendale, AZ; Bellville, Edinburgh, Lampasas, Odessa, Port Arthur, TX; Wilson, AK; Hanover, NH; Norristown, PA; Manistee, MI and more!

- **Organizational Development & Change Management for** the Cities of Covington, KY, Beachwood, OH; Syracuse, UT; Sitka, AK; Fort Collins, CO; Arkansas City, KS; Delray Beach, FL; Clearfield, UT; Daytona Beach, Delray Beach, Parkland, Tequesta, Jupiter Island, FL; and La Habra Heights, CA.

- **Personnel Compensation, Classification and Restructure** for the cities of La Habra Heights, CA; Nogales, Guadalupe & Safford, AZ; Jupiter Island, Parkland, Tequesta, and Alamogordo, Gallup and Sunland Park, NM; Pleasant Grove, Pleasant View & Harrisville, UT; Shawnee and Tecumseh, OK; Elko and North Las Vegas, NV; Huron, SD; Walker, MI.

- **Diplomatic Missions & International Development** in for local, provincial and national governments in Afghanistan, Bangladesh, Bosnia, Iraq, Italy, Lebanon, Libya, Trinidad & Tobago, Tunisia, Turks and Caicos Islands, and Myanmar (Burma).

- **Strategic Planning** work for Avondale, AZ; Sitka, AK; Hurricane, UT; Mesquite, NV; Goodyear, AZ; Queen Creek, AZ; Buckeye, AZ; Flagstaff, AZ; and local and national governments in Bangladesh, Bosnia, Lebanon, Afghanistan, Libya and Iraq.

His four degrees include a Master's in Public Administration (University of Kansas); Masters of Urban & Regional Planning (University of Kansas); Bachelor's in Political Science (Weber State University); and Associates Degree in Business from Ricks College (now BYU Idaho).

Sean Baenziger, *Senior Associate*

Industry & Local Government – Recruitment Advisor



Mr. Baenziger has worked with more than cities and towns on recruitments throughout the United States. He is highly effective in his interpersonal communications and understands what it takes to manage client expectations effectively. With his expertise in municipal government Executive Search, Mr. Baenziger has been called upon to assist in meeting with City Managers and Senior Staff, to understand the needs of the client, and to develop high-quality Position Descriptions which we use for marketing and advertising for the position. Because of his efforts, Mr. Baenziger has been a highly-valued member of the Municipal Solutions Recruitment Team.

Mr. Baenziger brings a strong background in research and analysis to Municipal Solutions. As a former Firefighter Paramedic and current Licensed Psychotherapist, he has ten years of experience working with state and local governments through public and private sector organizatio1ns. Since joining Municipal Solutions in 2002, his incisive ability to promptly get to the heart of a problem and accurately assess the facts have led him to quickly become the firm's background check guru. His experience and training allow him to rapidly determine which candidates are the 'right- fit' for your organization.

Mr. Baenziger has been involved as a background specialist in virtually every search Municipal Solutions has conducted. Some of his current and former executive search work history includes:

- **Executive Searches & Interim Placements** for Buckeye, Chandler, Scottsdale, AZ; Corpus Christi, TX;, Clay County, Miramar, Marco Island, Miami, Daytona Beach, Surfside, Lake Worth, Sewall's Point, FL; + 40; Prince William County, VA; Roanoke, VA; York County, VA; Winchester, VA; Portland, ME; Elmira, NY; Ankeny, IA; Polk County, IA; Union County, NC; Sunnyside, WA; Norristown, PA; Fayetteville, NC; Tacoma, WA; Matanuska-Susitna Borough, AK (listing only a few of +100).

As noted, the majority of Mr. Baenziger's work has come in the form of background examinations with the firm. Due to his extensive psychological training, he is quickly able to assess candidates' personalities and styles and determine if there are concerns in their past as well as if the candidates would be a good fit for Municipal Solutions' clients. In the past Mr. Baenziger has served in a variety of municipal capacities such as being a consultant for several private sector agencies with contracts with the State of Utah's Division of Child and Family Services, as well as playing a principal role in the revision of North Port Fire Rescue District's Infection Control Plan.

Mr. Baenziger obtained his Bachelor's Degree in Psychology from Brigham Young University, a Master's Degree in Social Work from the University of Utah, and an MBA from Brigham Young University. He is a certified Firefighter/Paramedic in both Florida and Utah. He currently resides in Chandler, AZ.

Marie Lopez Rogers, *Senior Associate*

Women & Minorities Expert – Recruiting, Candidate and Reference Interviews



Marie Lopez Rogers recently served as President of the National League of Cities (NLC), the nation's oldest and largest organization representing municipal government. She was first elected to local office in 1996, and on January 1, 2006, she was elected as the nineteenth Mayor of Avondale, Arizona, and **the city's first Latina mayor.**

Mrs. Rogers grew up working side-by-side with her parents in the small migrant farm labor camps around the city. In 2011, **President Barack Obama** recognized her dedication to and accomplishments in local government at a **national conference of Hispanic leaders**.

Mrs. Rogers guided the transformation of her community. Avondale, once tiny agriculture community, became one of the nation's fastest growing municipalities. Avondale is home to the Phoenix International Raceway and was named the first Kids at Hope city in the United States.

She was appointed to serve on the Maricopa County Board of Supervisors in June 2014, served as a member of the League of Arizona Cities & Towns' Executive Committee, where she received a Distinguished Service Award and served as **President of the Arizona Women in Municipal Government**. Mrs. Rogers also served on Arizona's Council of Governments, Maricopa Association of Governments' Executive Committee, and served as its Regional Council Vice Chair.

Mrs. Rogers has also been active at the state government level. She was selected by U.S. Secretary of Homeland Security and former Arizona Governor Janet Napolitano, to serve on state of Arizona committees and task forces.

She is a founding and current member of the **Hispanic Leadership Forum,** an organization providing academic opportunities for rising leaders in the community. She received one of the highest awards in the state from the Latino community, when she was presented the Profiles of Success Special Recognition Award for her advocacy, leadership, and years of service to her community -- emphasizing the integration of the Hispanic community.

Mrs. Rogers received the Jacque Steiner Public Leadership Award for Children from the Arizona Children's Action Alliance, and was one of 25 women chosen by Governing Magazine to participate in its 2015 Inaugural Women's Leadership Class.

She and her husband Ed have been married 46 years. They have three sons and six grandchildren.

Kathryn Knutsen, *Senior Analyst*

Local Government - Interviews, Backgrounds & Report Assembly



Ms. Knutson's prior employment includes stints with Palm Beach County's Department of Building, Planning, and Zoning, and with the County Health and Rehabilitative Services. She also worked with the State of Florida's Department of Corrections and with the State's Department of Employment Services. She was involved with a number of private and non-profit concerns, such as the Visiting Nurses Association and Oakwood Mental Health Center of the Palm Beaches. She has an Associate's Degree in Business Education from West Georgia College in Carrollton, Georgia and currently Kathryn resides in Oneida County, WI.

Ms. Knutson has been involved in 100s of personnel projects and executive searches including:

- **Executive Searches & Interim Placements** for Buckeye, Chandler, Scottsdale, AZ; Corpus Christi, TX; Coral Gables, Cape Coral, Clay County, Miramar, Marco Island, Miami, Daytona Beach, Surfside, Lake Worth, Sewall's Point, FL; Leesburg, Prince William County, Roanoke, York County and Winchester, VA; Portland, ME; Elmira, NY; Ankeny, & Polk County, IA; Greensboro, Fayetteville, Monroe and Union County, NC; Sunnyside, WA; Norristown, PA; Fayetteville, NC; Tacoma, WA; Matanuska-Susitna Borough, AK; Albany, DeKalb Co. & Doraville, GA.

Christian & Roberto Morelli; Marilyn & Conner Poulsen, *Analysts*

Interviews, Backgrounds & Report Assembly



Cristian recently graduated with his Master's Degree in International Relations. As a Senior Analyst, Cristian assists Municipal Solutions on executive searches and compensation studies. He is a practitioner of government and an incredibly-gifted writer. Cristian also works for the European Commission in Brussels, Belgium.

Roberto is experienced in background searches, Executive Searches and Compensation Studies.

Conner is fluent in Japanese and is currently attending BYU-Idaho.

Other Consultants & Analysts

Municipal Solutions has 160 practitioner consultants and analysts in a variety of subject-matter areas which will be called into service when we need them. This includes IT / Communications, Police, Fire, Schools, Utilities, and other service areas. We also have a cache of Analysts and Senior Analysts who are on-call should we need them.

Extensive bios and client references can be reviewed on our website at http://www.municipalsolutions.org


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EST. 1720
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SECTION 4. DETAILED COST PROPOSAL

Costs

Municipal Solutions provides a highly-discounted rate for multiple recruitments. Our standard *(negotiable)* price range of **$24,900** for a single search, is significantly reduced to **$22,900*** for a second search if completed concurrently with the first, and **$20,900*** for a third search if requested during or within 6 months of the second. See table below.

Phase	Cost per standard search*		
	Town Administrator	**2nd future search**	**3rd future search**
I. Needs Analysis & Interviews	$5,600	$5,600	$5,600
II. Advertisement & Recruitment	$5,500	$4,900	$4,250
III. Candidate Screening & Selection	$5,500	$4,900	$4,250
IV: Coordination of Interviews & Selection	$5,400	$4,900	$4,200
V: Contract Negotiation & Warranty	$2,900	$2,600	$2,600
Total	**$24,900**	**$22,900*** *-$2,000*	**$20,900*** *-$4,000*

** if we modify the initial base recruitment profile.*

Costs include all advertising and *preliminary* background checks. Expenses and fees associated with Comprehensive Finalist Background Checks and candidate travel for interviews and will be invoiced separately as the total number of BG checks to be conducted will be determined by the client. The average additional expense $400 per candidate, depending on work history and residency.

Payment will be rendered as follows:

- Initial payment for mobilization and travel – Phase I
- Progress payments at the end of each Phase II – V as indicated above.
- Separate invoice for criminal / civil background checks and employment / education verification.

Warranty *(unique value)*

Municipal Solutions offers one of the best warranties in the Local Government recruiting business. Retaining a candidate for more than 2 years requires a recruitment process that begins with LONG-TERM as a principal objective. Each step of the recruitment process is carefully designed to increase Council – Manager – Staff relations, so that long-term success is realized.

Part 1: Transition Assistance

Our goal is to assist in mitigating any difficult issues that may arise. Our efforts include:

- ✓ **Contract negotiation** assistance *(no additional cost)*,
- ✓ **Team-building / Leadership Workshop** w/in 6 months *(if requested, no additional cost)*.
- ✓ **Performance Evaluation** assistance w/in 6 months *(if requested, no additional cost)*.
- ✓ **Strategic Planning, Organizational Assessment, Compensation Study** *(for an additional cost).*

Part 2: Warranty

Our work is not done when the contract is executed. Provided we conduct the full search as outlined, and if the Agency's representatives and designees follow our process without alteration, we warrant the following:

1) We will stay in contact with the selected candidate after he / she has been hired.
2) Our price for the recruitment process is guaranteed and will not be exceeded for any reason, even if conditions change after the contract is executed.
3) **Repeat the search:**
    a. **1st Year** - if he/she departs within the 1st year, we will repeat the search at no charge*,
    b. **2nd Year** – if he/she departs within the 2nd year, we will repeat the search for the reimbursement for expenses only*.
4) If you are not satisfied with any of the candidates we present, we will repeat the search until you are satisfied.
5) We will make our corporate and consulting resources available to him / her to assist in institutional reforms *(i.e. Job Description samples, Salary Information, sound boarding, etc).*
6) We will not reapproach the selected candidate for another position so long as the individual is employed by the Agency.

**If the individual leaves for any reason other than an act of God (for example, total incapacitation or death).*

SECTION 5. RECRUITMENT COMPLETION SCHEDULE

Completion & Deliverables Timeline

Our standard recruitment process requires 90-days to assure a high-quality result which produces a candidate who has a compelling reason to be in your community, and who is committed to building a future with you. Below is an illustrated standard 90-day timeline.



Draft Recruitment Schedule

PHASE I: NEEDS ASSESSMENT & INTERVIEWS

Oct 28th: Municipal Solutions (MS) visits with the Select Board and Department Heads to understand the work environment of the Town Administrator position and anticipated / upcoming challenges. MS begins drafting the position description and recruitment profile for publications.

Nov 10th: MS begins drafting the position descriptions and recruitment profiles for publications and prospective candidates. MS submits the draft of the full recruitment profiles to the Select Board for review. Comments will be due back w/in 2 days.

PHASE II: RECRUITING

Nov 12th: MS begins networking, distributes and posts the full recruitment profile on its website, and submits it to the appropriate national and regional publications.

PHASE III: SCREENING, REFERENCE CHECKS AND CREDENTIAL VERIFICATION

Dec 15th: Closing date for submission of applications. MS reports recruitment results. **Candidate Report #1** and materials to the Select Board including the resumes, cover letter w/ recommended 10-12 first-round candidates.

Dec 17th: *In-person or video conference w/ the Select Board.*
Select Board reviews 12-16 *First-round* candidates to select 10-12 for the Consultants to begin conducting Internet / News archives, candidate introduction & writing samples. Interview design and coordination begins.

Dec 22nd: MS presents **Report #2** containing 10-12 First-round candidate screening report to Select Board. *In-person or video conference w/ the Select Board.*

Select Board *to select of 4-5 Second-round candidates (pre-Finalists)* selected for comprehensive background checks. Comprehensive criminal / civil background checks begin.

Jan 3rd: Comprehensive criminal / civil background investigations complete. FINAL CANDIDATE REPORTS sent to the Select Board.

Jan 5th: *In-person or video conference w/ Select Board. Select Board selects Finalists for in-person interview.*

PHASE IV: INTERVIEW PROCESS COORDINATION AND SELECTION

Jan 11/12th : **Finalist Interviews**. Select Board / Recruitment Team meets to interview all candidates in-person and selects its new *Town Administrator.* Select Board / Recruitment Team directs consultant to begin contract negotiations.

Jan 12th →: Select Board / Recruitment Team confirms Finalist and formal Job Offer.

PHASE V: TRANSITION ASSISTANCE & WARRANTY

Jan 12th →: Final Contract Negotiation and Transition Assistance.

Jan 21st: **Town Administrator** to *begin*! (or sooner)

SECTION 6. CLIENT REFERENCES & FIRM EXPERIENCE

Over the past 23 years, we have helped 100s of local governments, provincial governments, school districts and national government agencies save $ millions through Compensation Studies, Organizational Efficiency Audits, Policy Manual revisions, Organizational Structure Realignment and Process Mapping. In addition to the cost savings, our clients have realized greater revenue collections, reduced fraud & improved public access to public services.

Client References

1. ***Executive Housing Director Search***
Karen Goodman, *Board Chairman*
City of Manistee Housing Commission, MI
Phone: (231) 357-2470
karengoody22@yahoo.com

2. ***Town Manager Search***
Ron Hurlburt, *Select Board Chairman*
Town of Haverhill, NH
Phone: (860) 304-0001
rhurlburt@haverhill-nh.com

3. ***Fire Chief Search***
Julia N. Griffin, *Town Manager*
Town of Hanover, NH
Phone: (603) 643-0701
Julia.Griffin@hanovernh.org

4. ***City Manager / General Manager search***
General John Cardwell, (ret) *City Council,*
City of Loudon, TN
Phone: (865) 591-6779
john.cardwell@cityofloudontn.org

5. ***3 Executive Searches:*** *City Manager, Police Chief Community Development Director*
Jeff Jones, *City Manager*
City of Arvin, CA
Phone: (805) 317-9841
jeffjones@arvin.org

6. ***Compensation / Classification Study***
Mayor Mike Welsh, */* ***Aino Welsh*** *(Council)*
City of North Pole, AK
Phone: (907) 488-5834 / (907) 460-6130
northpolemayor@gmail.com
AinoWelch@gmail.com

7. ***Operations Audit / Efficiency Study***
Jim Berkman, *Public Works Director* (ret.)
City of Coconut Creek, FL
Phone: (954) 734-5066
fau.owlman@gmail.com

8. ***3 Executive Searches:*** *City Manager, Fire Chief, Police Chief*
Crystal Dyches, *City Manager*
City of El Mirage, AZ
Phone: (507) 461-5954
jnnfrprentice@yahoo.com

9. ***Executive Search:*** *General Manager*
Aaron Baker, Executive Director
Community of Anthem, AZ
Phone: (702) 306-0047
aaronrichardovich@gmail.com

10. ***3 Executive Searches:*** *Building Official, HR Director, Public Information Officer*
Brian McDougal, *former City Manager*
City of Port Arthur, TX
Phone: (405) 550-0599

In addition to the client references already provided, additional references are provided below.

Similar Projects

The following pages contain a *partial* list detailing projects completed by members of our Executive Search and Interim Public Management team.

2024-26	
Public Works Director *Municipality of Norristown, PA (pop. 35,748)*	**Town Administrator** *Town of Bolton, CT??*
City Administrator *Howard, SD (pop 900)*	**Executive Director,** Centra Wellness Network (CWN) *Manistee & Benzie Counties, MI (pop. 35,000)*
Chief of Police *Arvin, CA (pop. 21,800)*	**City Manager** *Talladega, AL (pop. 21,800)*
Town Administrator Haverhill, NH (pop 4,600)	Executive Director, Manistee Housing Commission Manistee, MI (pop. 6,279)
Executive Director of Public Transportation OVRTA / EORTA, OH/WV (pop. 145,000)	County Attorney Prince George County, VA (pop.43,000)
Director of Finance / CFO Upper Darby Township, PA (pop. 82,716)	***City Manager / Utility Director*** City of Loudon, TN (pop. 6,300)
Public Works Director City of Cedar Hill, TX (pop. 49,000)	
2022-23	
Town Manager Town of Winchendon, MA *pop (11,000)*	**City Administrator** *Woodbury, NJ (pop. 9,000)*
Sonterra Metropolitan Utility District *Austin, TX (pop. 15,000)*	CIO - City of North Las Vegas *(pop. 274,000)*
City Administrator *Windsor Heights, IA (pop. 5,170)*	**City Manager** *Arvin, CA (pop. 21,800)*
Asst. City Manager / Community Dev. Director, *Arvin, CA (pop. 21,800)*	Development Services Director *New Smyrna Beach, FL (pop. 22,400)*
Assistant City Administrator *Moline, IL (pop. 41,920)*	
2020-2021	
Interim Town Manager Dewey-Humboldt, AZ (pop. 5,000)	*Interim Town Clerk* Dewey-Humboldt, AZ (pop. 5,000)
Director of Information Technology Collier County Government, FL (pop 380,000)	*Chief of Police* City of Fort Lauderdale, FL (pop 182,600)
Director of Finance City of Odessa, TX (pop 127,000)	*Director of Human Resources* City of Odessa, TX (pop 127,000)
Director of Information Technology Cuyahoga County, OH (pop 1,250,000)	*Director of Human Resources* Cuyahoga County, OH (pop 1,250,000)
Director of Finance Hutchins, TX, (pop 5,500)	*County Sheriff (appointed)* Cuyahoga County, OH (pop 1,250,000)

2019	
Interim Financial Services Manager Madera, CA (pop.66,508)	*Interim Director of Financial Services* Madera, CA (pop.66,508)
Interim Finance Director St Cloud, FL (pop. 48,000)	***Interim City Manager*** Madera, CA (pop.66,508)
Director of Finance *Corpus Christi, TX (pop 325,000)*	Director of Information Technology Grenville Utilities Commission (pop 92,000)
2018	
Interim Finance Director Bellville, TX (pop. 4,500)	***Interim City Manager*** California City, CA (pop.13,707)
Interim Mgr. of Law Enforcement Operations, Murray County, MN (pop. 8,413)	*Interim Assistant to the City Manager,* El Mirage, AZ (pop. 35,043)
Interim City Engineer Oak Harbor, WA (pop 23,204)	*Police Chief & Fire Chief* El Mirage, AZ (pop. 35,043)
City Manager, El Mirage, AZ (pop. 35,043)	Interim Finance Dir. Stockton, CA (pop 307,000)
City Manager, City of Blythe, CA (pop. 19,693)	Finance Director, Norristown, PA (pop. 34,370)
2017	
Interim Finance Director St. Cloud, FL (pop. 48,000)	Finance Director St. Cloud, FL (pop. 48,000)
Interim Community Development Director City of Desert Hot Springs, CA (pop. 27,900)	**City Manager** / Economic Development Director Wilson City / Town of Wilson, AR, (pop.850)
Economic Development Director, City of Covington, KY (pop 41,000)	Chief Financial Officer (CFO) City of Decatur, AL (pop 55,800)
Interim Public Works Director City of Coachella, CA (pop 43,092)	Interim Senior Planner Desert Hot Springs, CA (pop. 27,900)
City Manager & Finance Director Covington, KY (pop 41,000)	Economic Development Director City of Covington, KY (pop 41,000)
2016	
HR Director, Port Arthur, TX (pop. 53,818)	*Public Works Director, Salina, KS, (pop. 47,707)*
Public Information Officer Port Arthur, TX (pop. 53,818)	Director of Building Inspection & Code Enforcement, Port Arthur, TX (pop. 53,818)
Interim Finance Director, City of Madera, CA (pop. 64,444)	
2015	
City Manager, Roanoke, VA (pop. 98,465)	**County Administrator,** York., VA (pop 66,269)
City Manager, Winchester, VA (pop. 27,276)	Utility Director, Danville. VA (pop. 42,907)
Attorney, Prince William Co., VA (pop 428,000)	**City Manager**, Norwich, CT (pop. 40,347)
City Manager, Indianola, IA (pop. 15,108)	Public Works Dir, Norristown, PA (pop.34,370)
2014	
Fire Chief, Town of Hanover, NH (pop. 11,260)	**City Manager,** Monroe, NC (population 33,500)
City Manager, Ankeny, IA (pop. 45,600)	**Village Manager,** Bal Harbour, FL (pop. 3,300)
County Admin, Clackamas, Co.,OR (pop. 383,900)	**City Manager,** Elmira, NY (pop. 29,200)
Treasurer, Miami, FL (pop. 408,000)	CEO/Borough Admin, Bal Harbour, FL (pop. 3,300)
2013	
County Admin, Okaloosa, FL (pop. 183,500)	**City Manager,** Doraville, GA (pop. 8,500)
Director, Engineering, Public Works and Utilities, Hallandale Beach, FL (pop. 39,000)	Watershed Mgmt. Dir, DeKalb Co., GA (pop 691,900)

City Manager, Scottsdale, AZ (pop. 217,400)	HR Director, Cape Coral, FL (pop. 154,300)
HR Director, W Palm Beach, FL (pop. 101,000)	CEO / **Borough Admin.,** Miami, FL (pop. 408,000)
Police Chief St. Augustine Beach, FL (pop 7,026)	**County Manager,** Union County, NC (population 198,600)
Police Chief Screening and Recommendation of Candidates, Melbourne FL (pop 82,800)	CEO/Executive Director of the Sewerage and Water Board of New Orleans, LA - Pop Huge
Police Chief Golden Beach, FL (pop 959)	HR Director, Gainesville FL (pop 125,000)
Police Chief, Sunny Isles Beach, FL (pop 20,832)	**City Manager**, Chamblee, GA (pop 17,000)
County Administrator, Broward County, FL (pop 1,800,000)	**County Administrator**, Hernando County, FL (pop 172,800)
City Manager, Miramar FL (pop 125,000)	**City Manager**, Roanoke, VA (pop 96,000)
City Attorney, West Melbourne, FL (population 15,000)	**City Manager,** Cooper City, FL (pop. 32,000)
City Manager, Albany, GA (pop. 75,600)	**City Manager**, Coral Gables (pop.43,000)
Human Resources Office, Loudoun County, VA (population 326,000)	Watershed Management (Water / Wastewater) Director, DeKalb County, GA (population 691,900)
City Manager, Hallandale Beach, FL (pop 39,000)	**City Manager**, Greensboro, NC (pop 259,000)
City Manager, Cape Coral, FL (pop 154,300)	**City Manager,** Fayetteville, NC (pop 208,000)
City Manager, Cottonwood Heights, UT (pop 34,000)	Village Manager, Key Biscayne, FL (pop. 11,000)

See Appendix A for a more detailed listing of Executive Recruitments completed by our consulting team.

EXHIBIT A. EXECUTIVE SEARCH – COMPLETED RECRUITMENTS

Other Completed Searches - Prior to 2013
(completed by current consultants and former partners)

City Attorneys

City Attorney, Roanoke, VA (population 96,000) in 2012
City Attorney, West Melbourne, FL (population 15,000) in 2008

Community Development/Growth Management/Planning

Assistant Director of Community Development, Largo, FL (population 74,000) in 2004, 2005
Community Development Director, Miami, FL (population 408,000) in 2008
Community Development Director, Safety Harbor, FL (population 18,000) in 2006
Community Development Director, Tamarac, FL (population 55,500) in 2007
Development Services Director, Daytona Beach, FL (population 65,000) in 2005
Director of Capital Projects, New Orleans, LA (population 323,000) in 2008
General Manager, North Sarasota Redevelopment District, Sarasota (population 53,000) in 2008
Growth Management Director, St. Lucie County, FL (population 261,000) in 2005
Growth Management Manager, Wellington, FL (population 55,000) in 2009
Housing and Community Development Director, West Palm Beach, FL (pop. 101,000) in 2007
Planning Administrator, Daytona Beach, FL (population 65,000) in 2007
Planning Director, Osceola County, FL (population 235,000) in 2005
Director of Planning, Roanoke, VA (population 96,000) in 2012

Economic Development / Redevelopment

Economic Development Director, Charlotte County, FL (population 170,000) in 2007
Economic Development Director, Collier County, FL (population 328,000) in 2012
Assistant City Manager for Community Building, Durham, NC (population 220,000) in 2009
Economic Development Director, Roanoke, VA (population 96,000) in 2012
Director, Office of Economic & Workforce Development, Durham, NC (pop. 220,000), 2009
Economic Development Director, Loudoun County, VA (population 326,000) in 2010
Redevelopment Director, Daytona Beach, FL (population 65,000) in 2007
Economic Development Director, St. Johns County, FL (population 162,000) in 2011
Executive Director, Valdosta-Lowndes County Industrial Authority, GA (serving a population 92,000+) in 2006 and 2011
Executive Director, Technological Research and Development Authority, FL (serving a statewide population) in 2006

Engineers

Assistant City Engineer, Melbourne, FL (population 75,000) in 2008
County Engineer, Polk County, FL (population 500,000) in 2006
Deputy County Engineer, Martin County, FL (population 140,000) in 2006
City Engineer, Gulfport, MS (population 90,000) in 2008
City Engineer, Sunny Isles Beach, FL (population 17,000) in 2006
Engineering Manager, Sumter County, FL (population 70,000) in 2005
Staff Engineer, Wellington, FL (population 55,000) in 2009

Facilities Management

Centroplex Director, Orlando, FL (population 197,000) in 2004
Lakeland Center Director, Lakeland, FL (population 87,000) in 2004

Finance and Budget

Budget and Financial Services Director, Polk County, FL (population 500,000) in 2006
Budget Director, St. Petersburg, FL (population 248,000) in 2009
Controller, City of Orlando, FL (population 197,000) in 2007
Chief Financial Officer, Hillsborough Area Regional Transit, FL (population 1,000,055) in 2005
Chief Financial Officer, City of Orlando, FL (population 87,000) in 2005
Deputy Director of Management, Budget and Accounting, Orlando, FL (pop. 197,000)
Director, Management & Financial Services, Loudoun County, VA (population 326,000)
CEO / Borough Administrator, Altus, OK (population 19,800) (background check) in 2012
CEO / Borough Administrator, Daytona Beach, FL (population 31,860) in 2012
CEO / Borough Administrator, Fort Walton Beach, FL (population 20,000) in 2006
CEO / Borough Administrator, Lauderdale Lakes (population 32,000) in 1998
CEO / Borough Administrator, Oregon City, OR (population 31,860) in 2012
CEO / Borough Administrator, St. Petersburg, FL (population 248,000) in 2010
CEO / Borough Administrator, Sunny Isles Beach, FL (population 17,000) in 2010
CEO / Borough Administrator, Surfside, FL (population 5,700) in 2012
CEO / Borough Administrator, Tamarac, FL (population 55,500) in 2005 and 2009
CEO / Borough Administrator, West Palm Beach, FL (population 101,000) in 2007
Manager, Office of Management and Budget, Lake Worth, FL (population 37,000) in 2010

Housing/Building

Assistant to the Public Works Director– Affordable Housing, Broward County, FL (population 1,800,000) in 2004
Building Official, Jupiter Island, FL (population 580) in 2005 and 2010
Building Official, Miami Beach, FL (population 91,000) in 2005
Building Department Director, Osceola County, FL (population 235,000) in 2005
Assistant to the Public Works Director– Affordable Housing, Broward County, FL (population 1,800,000) in 2004
Building Official, Jupiter Island, FL (population 580) in 2005 and 2011
Building Official, Miami Beach, FL (population 91,000) in 2005
Building Department Director, Osceola County, FL (population 235,000) in 2005
Building Official, Sewall's Point, FL (population 2,000) in 2006
Building Official, Tamarac (population 55,000) in 2008
Housing and Community Development Director, West Palm Beach, FL (pop. 101,000), 2007

Human Resources

Human Resources Director, Boca Raton, FL (population 84,000) in 2006
Director of Personnel, Fulton County, GA (population 992,000) in 2010
Human Resources Office, Loudoun County, VA (population 326,000) in 2011
Human Resources Administrator, Martin County, FL (population 140,000) in 2007
Personnel Director, North Miami, FL (population 56,000) in 2001
Human Resources Director, Osceola County, FL (population 235,000) in 2006
Human Resources Director, City of Sarasota, FL (population 55,000) in 2002
Personnel Director, Vero Beach, FL (population 17,900) in 2003

Human Services

Assistant Public Works Director for Human Services, Hillsborough County, FL (population 1,000,055) in 2004
Director, Health and Human Services, St. Johns County, FL (population 162,000) in 2010
Executive Director, Juvenile Welfare Board, Pinellas County, FL (population 950,000) in 2005

Information Technology

Information Technology Director, Lakeland, FL (population 87,000) in 2004
Information Services Director, Lauderdale Lakes, FL (population 32,000) in 1998
Information Services Director, Palm Beach County Tax Collector (population 1,300,000) in 2012 (partial search)

Parks/Recreation/Libraries

Director, Parks, Recreation, & Conservation, Hillsborough County, FL (pop. 1,000,055) in 2004
District Manager, Holiday Park Recreation District (population 1,400) in 2007
Library Services Director, St. Johns County, FL (population 162,000) in 2007
Director, Parks and Recreation, West Palm Beach, FL (population 101,000) in 2006

Public Safety

Fire Chief, Hanover, New Hampshire (population 11,260) in 2014
Fire Chief, Daytona Beach, FL (population 65,000) in 2006
Police Chief, Golden Beach, FL (population 355) in 2011 (partial search)
Police Chief, Lauderhill, FL (population 66,900) in 2011 (partial search)
Police Chief, Melbourne, FL (population 76,000) in 2011 (partial search)
Police Chief, St. Augustine Beach, FL (population 6,200) in 2012

Public Works

Public Works Director, Salina Kansas (population 47,000) in 2015)
Public Works Director, Chandler, AZ (population 250,000) in 2007
Executive Director, Environment and Infrastructure, Pinellas County, FL (pop. 917,000) in 2012
Director / Capital Projects Manager / City Engineer, Sunny Isles Beach, FL (pop. 17,000) in 2007
Public Works Director, Tamarac, FL (population 55,500) in 2003
Assistant Public Works Director, Sunny Isles Beach, FL (population 17,000) in 2008
Solid Waste Director, Hillsborough County, FL (population 1,000,055) in 2005

Transportation

Chief Financial Officer, Hillsborough Area Regional Transit, FL (population 1,000,055) in 2005
Director of Traffic Engineering, Polk County, FL (population 500,000) in 2002
Executive Director, Lakeland Area Mass Transit District, FL (population 87,000) in 2005
Executive Director, Tampa-Hillsborough Co. Expressway Authority, FL (pop. 1,000,055) in 2007

Completed Searches – Utilities

Environmental Services Director, Largo, FL (population 74,000) in 2006
Executive Director, Des Moines (IA) Water Works (serves a population of over 500,000) in 2012
Executive Director, Florida Keys Aqueduct Authority, Key West, FL (pop. 90,000) in 2003
Executive Director, Escambia County Utilities Authority, FL (90,000 customers) in 2002
Executive Director, Onslow Water & Sewer Authority (Jacksonville, NC) (pop. 160,000) in 2009

General Manager/CEO, Orlando Utilities Commission, FL (190,000 customers) in 2004
General Manager, Tampa Bay Water (population served 2,400,000) in 2008
Utilities Director, Charlotte County, FL (population 170,000) in 2007
Utilities Director, Daytona Beach, FL (population 65,000) in 2004
Utilities Director, Lake Worth, FL (population 37,000) in 2009
Utilities Director, Palm Bay, FL (population 101,000) in 2005
Executive Director, Environment and Infrastructure, Pinellas Co., FL (pop. 917,000) in 2012
Utilities Director, Polk County, FL (population 500,000) in 2004
Water (Wastewater) Resources Director, St. Petersburg, FL (population 248,000) in 2008
Watershed Management (Water and Wastewater) Director, DeKalb County, GA (population 691,900) in 2011

Work Force Management

Executive Director, South Florida Workforce, FL (service area pop. of 3,000,000+) in 2005
Director, Office of Economic & Workforce Development, Durham, NC (pop. on 220,000), 2009

Other

City Clerk, Lauderdale Lakes (population 32,000) in 1998
District Manager, Sun 'n Lake Community Development District, FL, (population 5,000) in 2005
Director, Registrations and Elections, Fulton County, GA (population 992,000) in 2009
Environmental Resources Director, St. Lucie County, FL (population 261,000) in 2009
Executive Director, Lakewood Ranch Inter-District Authority (population 15,000) in 2011
Executive Director, Northern Palm Beach Improvement District, Palm Beach Gardens, FL (population 200,000) in 2003
General Manager, Sun 'n Lake Improvement District, FL (population 7,500) in 2002 and 2005
General Manager, Holiday Park Recreation District, FL (population 4,500) in 2007
Special Projects Coordinator, Islamorada, Village of Islands, FL (population 7,500) in 1998

Recruitment Profiles

See attached sample Recruitment Profiles.

Candidate Background Reports

See attached sample Candidate Background Reports.



TOWN ADMINISTRATOR RECRUITMENT · BOLTON, CT

WHO WILL HELP LEAD BOLTON NEXT?

A practitioner-led, Board-driven, thoughtful, and modern Town Administrator search. Designed for clarity and transparency from every seat at the table.

16 weeks, kickoff to close

3 thoughtful interview rounds

1 flat, all-inclusive fee

• BOLTON, CT

WHAT'S INSIDE

01
Introduction
Page 3

02
Your Town Administrator Search
Page 4

03
About Rethink Local
Page 12

04
Bolton Project Team
Page 13

05
Recent Rethink Local Projects
Page 15

06
Rethink Local Testimonials
Page 17



"As a candidate, and now a happily employed professional, I especially appreciate Alex's approach to the job search process. His communication throughout the process was excellent, and his briefings at each stage gave me a strong idea of what the employer was looking for and how best to prepare for each step along the way.

I found his process more thorough than any other job application process I have experienced. "

Hartford, VT Town Manager Candidate - 2026

1. INTRODUCTION

Dear First Selectman Fournier, Mr. Rupert, and Members of the Bolton Board of Selectmen:

I am pleased to submit this proposal to support Bolton in its upcoming Town Administrator search.

I bring more than 15 years of experience in local government, including recent contracts as an interim manager, service as Town Manager of Hanover, New Hampshire, municipal administrator in two New Jersey communities, and an elected mayor (not party affiliated) of the community I grew up in. Having experience both as an elected official hiring an administrator, and being hired as a chief administrator, I understand how much is at stake in this decision and how to maximize the chances of getting it right. Bolton has been fortunate to have a Town Administrator who rose through the Town's own ranks, has steered it through the last several years, and who plans to keep supporting the Town in a new capacity. Opening the role to a wider field can be challenging, though rewarding, if approached thoughtfully.

My work across New England is built on being tightly networked to others in the profession. Whether it's regularly speaking at conferences such as ICMA, NH Municipal Association, or Municipal Solutions Summit, hosting over 80 town managers/administrators in Rethink Local's New England Municipal Managers group, or staying connected to folks one-on-one, I bring a robust network and thorough understanding of New England's governance to the table. While most of our recent searches have been in New Hampshire and Vermont, the profession across New England is closely connected, and our outreach for Bolton will reach Connecticut and regional candidates directly. Additionally, I've done work in CT in other consulting capacities, such as with NECCOG's new TA.

Equally important to one's network is the actual process by which a search is conducted. My approach is carefully designed, built on academic and practical evidence I used in teaching an MPA course on decision making for eight years, as well as many years of making dozens of successful municipal hires.

The process will give the Board a structured and clear framework for making decisions and gives candidates a transparent understanding of the community, the role, and what to expect at each stage. That means working with the Board to establish clear priorities, communicating a realistic timeline, preparing creative and useful interview questions, and keeping participants informed. A well-organized, transparent process respects candidates' time, supports thoughtful deliberation, and helps both parties assess whether they can work successfully together.

My goal is to help the Board of Selectmen make a confident appointment through a process sets you up for years of successful collaboration with your new Administrator.

Sincerely,

Alex Torpey

Alex Torpey, MPA

Founder, Rethink Local

• 02 · PROJECT & COSTS

YOUR TOWN ADMINISTRATOR SEARCH

Bolton's Charter directs that its Town Administrator be chosen "on the basis of technical and administrative qualifications, character, ability to interact with the public, educational background and training/certification and professionally related experience. (§ 5.2). Our job is to help the Board define what that means for Bolton now, update the job description, find candidates who match up well, and run a process that the Board, staff, candidates, and residents can all trust.

WHAT SETS OUR SEARCH APART

01 PRACTITIONER-LED, START TO FINISH.

Alex Torpey, a former mayor & municipal manager who has overseen dozens of senior hires, and a half-dozen NH & VT searches personally leads each step. Your search isn't handed off to a junior associate after the contract is signed.

02 NEW ENGLAND SEARCH EXPERIENCE.

Recent Town Manager/Admin searches in Waterville Valley, Swanzey, and New Boston, NH, and Hartford and Westford, VT. Completed on time and on budget with satisfied Boards and candidates.

03 A BOARD-DRIVEN PROCESS.

Clear decision points at each stage, status updates, and structured guidance for the Board of Selectmen so the Town — not the consultant — drives the final decision.

04 A MODERN, COMPELLING RECRUITMENT.

A custom recruitment website, short video introduction, and digital outreach — all necessary in 2026 and all included at no extra cost — to reach candidates who aren't already scanning job boards.

05 CANDIDATES TREATED AS FUTURE COLLEAGUES.

A transparent, communicative process that unsuccessful finalists have described, unprompted, as the most professional recruitment they've been part of. That reputation travels wide in a small profession.

06 DEEPER INSIGHT THAN A STANDARD INTERVIEW.

Three thoughtfully structured interview rounds plus data-driven tools and specialized leadership style assessments, to understand how candidates actually lead, not just how they interview.

07 ONE FLAT, ALL-INCLUSIVE FEE.

Website, video, travel, and comprehensive background check included. No mileage, no add-on charges, no hidden fees. One flat-rate transparent bill each month.

08 INVESTED IN BOLTON'S LONG-TERM SUCCESS.

As a Vermont public benefit corporation, our mission is to strengthen local government. We stay connected to our placements through our free New England Municipal Managers network and professional resources.

PROJECT TIMELINE

YOUR NEXT 16 WEEKS

A focused, four-month process with clear Board decision points — what the Board decides, what candidates experience, and what we handle.

	THE BOARD	CANDIDATES	RETHINK LOCAL
1 Launch & plan Week 0	Kickoff with the First Selectman (or designee) and the Town Administrator. **Approve** the project plan and calendar	—	Sign agreement; confirm project plan, stakeholders, and communication schedule
2 Listen & define Weeks 0–2	On-site goals session with the Board. **Confirm** priorities and candidate profile	—	One-on-ones with key stakeholders; staff input; record the video introduction
3 Build the profile Weeks 2–3	**Approve** the job description, profile, and salary range	First impression: recruitment brochure, custom website, and intro video	Updated job description; brochure, website, video, and screening criteria; salary-range review with current Connecticut and New England data
4 Recruit Weeks 3–7	Progress reports on the schedule agreed at kickoff	Prompt acknowledgment of every applicant, personable and clear communication	Four-week posting (CCM, ICMA, regional New England boards); direct network outreach; targeted digital ads
5 Screen & interview Weeks 7–13	Interview guides and scoring sheets provided for each round. **Select** candidates for second and final rounds	One point of contact for scheduling, status updates, and questions	Three rounds narrowing 8–12 screened candidates to 1–3 finalists
6 Select & agree Weeks 13–14	**Appoint** the Town Administrator	A fair agreement, reached respectfully	Reference and background checks; negotiate the employment agreement
7 Transition & close Weeks 14–16	Onboarding and first-90-days recommendations	New Administrator: onboarding support; coaching if requested	Transition support; onboarding recommendations; project close-out

SEARCH PROCESS

STEP BY STEP

01 LAUNCH & PLAN

WEEK 0

Set the plan, the people, and the calendar

- Kickoff meeting with the First Selectman (or designee) and the Town Administrator
- Confirm hiring stakeholders and the role of the full Board of Selectmen at each stage
- Set the full project calendar up front, including every Board decision
- Confirm confidentiality practices for candidate information and executive sessions under Connecticut's Freedom of Information Act with Town counsel
- Agree on how and how often we report progress to the Board

DELIVERABLE

Project plan and calendar

WHY IT MATTERS

Board members know from day one when they will be asked to decide, so the search never stalls waiting for a meeting.

02 LISTEN & DEFINE

WEEKS 0–2

Understand what Bolton actually needs

- On-site goals session with the Board of Selectmen: priorities, concerns, and constraints for the next Administrator
- Brief one-on-one or small-group conversations with Board members and department heads
- Optional: short staff or community input survey
- Review the current job description, budget, organizational chart, and adopted plans
- Record the video introduction while on site

DELIVERABLE

Summary of priorities and an ideal-candidate profile

WHY IT MATTERS

Many searches fail because the profile describes the last Administrator or a generic one. This step makes sure it describes the job Bolton needs done next.

03 BUILD THE PROFILE

WEEKS 2–3

Create a recruitment candidates will actually notice

- A compelling, accurate recruitment brochure with text, photos, and short video
- A custom recruitment website (e.g., BoltonCTTownAdministrator.com) with one-click application
- An updated Town Administrator job description for Board approval, consistent with the Charter, plus a salary-range and benefits summary using current Connecticut and New England comparables, ready for the posting

DELIVERABLE

Approved job description, profile, website, and video

WHY IT MATTERS

A compelling profile with accurate goals and values will help attract candidates with the right sets of skills and interests.

04 RECRUIT

WEEKS 3–7

Reach beyond the usual job boards

- Post on state and national association boards (Connecticut Conference of Municipalities, ICMA, and other New England municipal associations)
- Direct outreach through our professional network, including the New England Municipal Managers group
- Optional: Targeted digital advertising, managed by Rethink Local, using the Town's ad budget
- Prompt, personal communication with every applicant

DELIVERABLE

A qualified, wide-ranging applicant pool

WHY IT MATTERS

Some candidates that may be interested may be currently employed and not job-hunting. Direct outreach and a professional candidate experience are how you reach them.

05 SCREEN & INTERVIEW

WEEKS 7–13

Three rounds, each with a clear purpose

- **Round 1 — Virtual screening interviews (8–12 candidates):** Rethink Local + Town staff lead. Looks at technical criteria and casts a wide net, disqualifies people with great resumes but no real knowledge/skills/experience and captures people without great looking resumes who might have great knowledge/skills/experience.
- **Round 2 — Virtual interviews (4–6 candidates):** Rethink Local + Board subcommittee / hiring committee. Looks at leadership qualities, skill profiles, soft skills through structured interview and feedback.
- Rethink Local coordinates scheduling, meeting logistics, interview guides, committee support
- **Round 3 — In-person final interviews (1–3 candidates):** Rethink Local + full Board of Selectmen, as well as typically a meet and greet with department heads (interviews in executive session, as Connecticut's Open Meeting Law/FOI Act allows) to assess all aspects and make a final decision.
- Interview guides, suggested questions, and scoring sheets for Board members at each round
- Data-driven tools/assessment to understand leadership style
- Rethink Local is the single point of contact for all candidates: scheduling, status updates, and questions

DELIVERABLE

1–3 well-vetted finalists and a structured comparison for the Board

WHY IT MATTERS

The Board sees how candidates think and lead, not just how well they interview — and every candidate, hired or not, leaves with a good impression of Bolton.

Round 1 · virtual — **8–12 candidates** · Rethink Local + Town staff lead · technical criteria, casting a wide net

Round 2 · virtual — **~ 4–6 candidates** · Rethink Local + Board subcommittee or hiring committee · leadership and soft skills

Round 3 · in person — **2-3 finalists** · full Board of Selectmen + department heads

06 SELECT & AGREE

WEEKS 13–14

Confirm the choice and set up the relationship for success

- Reference checks on the selected finalist
- Comprehensive background check through our partner NCSI: federal, state, county, and local records, plus motor vehicle records (no extra cost)
- Help negotiate a fair employment agreement consistent with the Town Charter (including its three-year maximum contract term), for review by Town counsel
- Support the Board through appointment

DELIVERABLE

Signed agreement with your new Town Administrator

WHY IT MATTERS

A fair agreement, reached respectfully, is the first step of a long working relationship.

07 TRANSITION & CLOSE

WEEKS 14–16

Start the new Administrator strong

- If requested: Help align the current Town Administrator and the new Administrator for a smooth handoff
- Onboarding and first-90-days recommendations for the Board and new Administrator
- If requested: Coaching for the new Administrator and professional development recommendations for the Board
- Project close-out summary, including applicant data and lessons learned

DELIVERABLE

Transition recommendations and close-out summary

WHY IT MATTERS

Our goal isn't a filled position — it's a successful, lasting relationship between Bolton and its Administrator.

PROJECT COST

COST AND OPTIONS

Four-month timeline. One flat, all-inclusive monthly bill.

RECOMMENDED

SEARCH ONLY

$12,000

$3k / month

SEARCH + CONSULTATION

$20,000

$5k / month

SEARCH + INTERIM

$72,000

$18k / month

Recommendation: We recommend Search Only, or Search + Consultation.

Search includes: Everything described in the scope and timeline above to run an effective search for your new Town Administrator, including costs for a website, introductory video, travel, and background check. (Does not include Town advertising/job board posting costs.) This is primarily done remotely, with in-person time for initial project initiation as well as final interviews. (Three in-person days total included).

Consultative support includes: Up to 15 hours per month of remote consultative and technical support that can help you on a range of issues as your current and new Administrators hand off. This includes hosting weekly project team Zoom meetings for the Admin Team, review of documents, policies, assisting with other hiring or organization-wide issues, or processes. **This can be a critical backstop for staff and the Board during the transition.**

ADDITIONAL SERVICES

$700

per 5-hour block

Interim & transition support. If you do the search only, blocks of time can be purchased in five-hour increments for $700 each to work with your Interim/Acting, assist with the current TA, or support transition/onboarding or professional coaching services.

ADDITIONAL INFORMATION

- Timeline provided assumes the completion of required deliverables by the Town on provided schedule.
- This schedule anticipates having the finalist chosen & start date in place by end of the fourth month.
- Above costs include all Rethink Local fees, travel, background check, etc. They do not include costs for any classified job postings, advertising, candidate travel, or outside costs to the Town.

• 03 · ABOUT US

ABOUT RETHINK LOCAL

HOW ARE WE DIFFERENT AND WHY IS THAT IMPORTANT?

Rethink Local is **not** a typical municipal consulting company.

As a Vermont public benefit corporation, our **founding purpose and legal mission** is to improve civic education and support engaged and resilient local communities. We have a demonstrated track record of putting community values first, building uniquely multi-stakeholder teams that bring valuable technical expertise from a range of perspectives, and of successfully implementing large-scale programs and projects transparently and on-time that build community capacity.

PUBLIC BENEFIT

Per *11A V.S.A. chapter 21*, our mission is to have a public impact. We do this by creating free nonpartisan public resources, collaborating and supporting a range of programs and projects with nonprofits and stakeholders, and providing community-minded consulting.

YOU ARE DIRECTLY SUPPORTING FREE, NONPARTISAN PROGRAMS, SUCH AS:

- The RETHINK LOCAL podcast
- New England Municipal Managers email group
- The annual Municipal Solutions Summit
- Free best practices and templates for municipalities
- Free community education and workshops

RECENT PLACEMENTS

WE ARE INVESTED IN THE SUCCESS OF OUR TOWN ADMINISTRATOR PLACEMENTS







04 · PROJECT TEAM

BOLTON PROJECT TEAM

PRACTITIONER-LED, START TO FINISH

ALEX TORPEY, MPA

Founder

An experienced, creative municipal & project manager with a national reputation of helping communities effectively build public engagement and trust

A Tunbridge, VT resident, Alex has worked in local government for over 15 years. Since being elected the nonpartisan mayor of his ~20,000 person hometown at age 23 and revamping South Orange's civic and volunteer ecosystem by creating award-winning transparency programs and public/volunteer engagement, Alex has carried a community-first principle through all of his work.

Whether that be as a founder of a successful digital strategies company, and later as a town manager, professor in an MPA program, mentor, speaker, and now, municipal consultant, Alex has earned a national reputation in how to put together teams that don't just accomplish great projects on time and on budget, but doing so by enabling communities to be collaborative, self-directed, and effective in achieving their goals.

As a municipal CEO/CAO, Alex has overseen 750 employees across six towns, most recently as the Interim Municipal Manager in Rockingham and Bellows Falls, Vermont. Alex has overseen dozens of senior-level department head hires in this time, and in the two years since founding Rethink Local, successfully completed six staff searches in NH and VT.



2026 PRIMEX CONFERENCE
Workshop on public trust



2026 MUNICIPAL SOLUTIONS SUMMIT
Leading a workshop with a table of VT/NH town managers on hiring and recruitment issues in 2026

15+
years in local government

750
employees overseen across six towns

5
Town Manager & Administrator searches in two years

80+
managers in our New England Municipal Managers email group

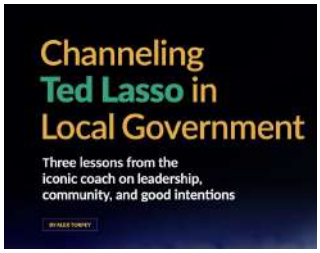
Alex has spoken at and led hundreds of workshops and conferences across New England and the United States, including several of ICMA's annual conferences, MMA NH/Primex annual conferences, NH Municipal Association, Municipal Solutions Summit, and more.

WATCH · READ · LISTEN



TALK

Alex spoke at NHMA's 2025 Annual Conference about strategies to build trust in your community



ARTICLE

Alex wrote Lessons from Coach Ted Lasso for local government for ICMA — one of ICMA's top 15 most-read articles of 2025



HANDBOOK

Alex organized local and state officials to create a handbook outlining how to increase Town Meeting engagement in NH



PODCAST

Alex hosts the RETHINK LOCAL podcast, recently featuring UNH Extension about increasing volunteer engagement



TALK

Alex spoke at ICMA's 2025 Annual conference about onboarding and goal-setting for Boards and new officials



ARTICLE

Alex wrote a popular article in ICMA's Public Management Magazine about authentic public trust building practices



PROJECT

Alex's community engagement work in Randolph, Vermont was recently featured in the Herald. Photo Credit: Tim Calabro

Community
Nurse Connection

VOLUNTEER

Alex is on the Board of Directors of Community Nurse Connection, a 501c3 that supports community nursing



TALK

Alex spoke at Granite State Rural Water Association's Annual 2026 Conference on helping operators communicate key capital priorities



ARTICLE

Alex published a guest article on the "Together Across Differences" Substack on reclaiming focus in our connected technological world



PROJECT

After completing their Town Manager search, Alex was brought in to help address critical wastewater staffing vacancies.



VOLUNTEER

Alex has been a volunteer Emergency Medical Technician for over 15 years, in that time also teaching CPR and CERT

05 · RECENT WORK

RECENT RETHINK LOCAL PROJECTS

TOWN MANAGER INTERIM AND RECRUITMENTS

WHERE	PROJECT	REFERENCES
HARTFORD, VT	**Town Manager Search** May–August 2026	Ida Griessemer, Selectboard Chair
WATERVILLE VALLEY, NH	**Wastewater Recruitment/Retention** April–June 2026	Rich Rita, Selectboard Chair; Steve Royer, Assistant Town Manager
ROCKINGHAM & BELLOWS FALLS, VT	**Interim Municipal Manager** January–May 2026	Rick Cowan, Selectboard Chair; Heather Hitchcock, HR Director
WATERVILLE VALLEY, NH	**Town Manager Search** January–March 2026	Rich Rita, Selectboard Chair; Steve Royer, Assistant Town Manager
SWANZEY, NH	**Town Administrator Search and Interim** February–April 2025	Mike Branley, Outgoing TA; Lori Rautiola, Incoming TA; Bill Hetwelker, Selectboard Chair
WESTFORD, VT	**Town Administrator Search and Interim Support** May–August 2025	Casey Mathieu, Selectboard Chair
NEW BOSTON, NH	**Town Administrator Search and Interim Consultation** May–August 2025	Bill McFadden, Selectboard Chair; Kary Jencks, Selectboard

COMPENSATION STUDIES AND BUDGET ANALYSIS

WHERE	PROJECT	REFERENCES
THETFORD, VT	**Compensation Study and Pay Scale Creation** July 2026–present	Brian Story, Town Manager
MOULTONBOROUGH, NH	**Compensation Study and Pay Scale Creation** July 2026–present	Angela Bovill, Town Administrator
WILLIAMSTOWN, VT	**Compensation Study and Pay Scale Creation** May–June 2026	Ryan Lockwood, Town Manager
ENFIELD, NH	**Compensation and Wage Study** May/June 2025 and June 2026	Ed Morris, Town Manager

06 · TESTIMONIALS

WHY BOARDS BRING US BACK

See what some of our former clients are saying below, and why Selectboards, staff, candidates, unions, and communities bring us back.

"

Rethink Local provided essential support to Town of Hartford in managing the logistics of our Town Manager search and hiring process. Alex's approach was thoughtful, creative, and led to meaningful insights about how top candidates would perform in the Town Manager role. By asking candidates to engage with real challenges the Selectboard is currently grappling with, the process was grounded in reality in a helpful way.

Alex provided a supportive structure that allowed the Selectboard to focus its energy on making the best possible decision for the Town.

Ida Griessemer
Selectboard Chair, Hartford, VT

"

Rethink Local provided crucial advice, structure, timeliness, and process to our Town's struggling effort to hire a new Town Manager. Thanks to Alex, we interviewed several highly qualified candidates and recently reached an agreement with one of them for that position.

We were so pleased with this effort that we immediately decided to employ Rethink Local to help us fill other vacant municipal positions.

Richard Rita
Select Board Chair, Waterville Valley, NH

"

Alex Torpey and Rethink Local have successfully supported the Town of Waterville Valley through two critical recruitment efforts this past year: the search for a new Town Manager and the hiring of key personnel for our Wastewater Treatment Facility, including a Superintendent.

Their organized, thoughtful, and professional approach not only resulted in multiple successful hires, but also ensured that Town decision makers were well-informed and engaged at every step of the process.

Steve Royer
Assistant Town Manager, Waterville Valley, NH

"

The Select Board was able to make a final hiring decision with confidence knowing it was based on a thorough and fair evaluation. We highly recommend Alex to any municipality for his expertise, integrity, and dedication to serving the public interest.

Kary Jencks
Selectboard / Search Committee Member, New Boston, NH

"

Alex was a great help in guiding the New Boston SB in finding our next Town Administrator. He did all the preliminary work in seeking out qualified candidates and guided not only the candidates, but the Select Board thru the entire interview process. Without the help of Rethink Local, this would have put a monstrous task on the SB. I would highly recommend his services.

Bill McFadden
Select Board Chair, New Boston, NH

"

Alex did the heavy lifting and brought to us interview candidates that hit all the touch points of a great hire. Without Alex driving the hiring process it would have taken our small town a lot longer to go through this process. In the end we hired a candidate that fit well into our seasoned staffing. We would recommend Alex to anyone looking to hire staff for their town.

Westford, Vermont Selectboard
Selectboard, Westford, VT

WHAT CANDIDATES SAY

"Alex was organized, easy to work with, and kept me informed every step of the way."

SWANZEY TA FINALIST 1/3

"From the start you were responsive and thoughtful to my needs as an applicant for the position. It's nice to have such a valuable resource for our cities and towns."

SWANZEY TA FINALIST 2/3

"Having participated in many recruitments, I'm very appreciative of the thorough and welcoming manner in which this process was conducted."

SWANZEY TA FINALIST 3/3

"I genuinely appreciated working with you, how you navigated the process, and the different stages of the process themselves were entertaining and felt worthwhile."

WESTFORD TA FINALIST

"I am grateful to have been considered and I really enjoyed the process. It was great interviewing with you"

WESTFORD TA CANDIDATE

I found his process more thorough than any other job application process I have experienced. "

HARTFORD TM CANDIDATE

New Hampshire Managers — Rethink Local is providing pro bono management of the New Hampshire Municipal managers annual salary/benefits spreadsheet. A well received upgrade by MMA NH members!

• APPENDIX A

SAMPLE RECRUITMENT MICROSITE & PROFILE



HARTFORD VERMONT
TOWN MANAGER

~ 11,000 RESIDENTS
~ $24M+ BUDGET
~140 FTES
45 SQ MILES

POSITION PROFILE

OVERVIEW

Hartford is a full service municipality, with an engaged community, dedicated seven-member Selectboard, highly professional staff, and ambitious future plans.

We thank our outgoing Town Manager for helping to support a stable and constructive local civic environment. Our Board is eager to build on that great foundation to set and accomplish new and exciting goals that will help write the next chapter of our town's future.

Miranda, Tim, Michael, Mary, Ashley, Ben, and Seth

KEY PRIORITIES

Town infrastructure. Like many communities, our infrastructure is aging. With a new capital plan, we hope to tackle projects such as at water, wastewater, solid waste and in our downtown.

Housing & development. Our region faces major housing shortages. We'd like Hartford to lead in projects that bring housing to our downtown while preserving affordability and our historic & rural areas.

Regional collaboration. Hartford works with its neighboring towns regularly. Due to increasing pressures on our services, we want to play a larger role in exploring new/innovative partnerships.

Public engagement and trust. Building trust and relationships is a key part of being successful in Hartford. We want to empower our Manager to be proactive in building community relationships and trust.

Staffing and personnel. We'd like to continue to explore ways to best support Hartford's incredible staff and ensure our organization is set up to meet our community's future needs.

Social services. Hartford cares about our multifaceted community. We want to identify creative ways to support those in our community most in need.

ABOUT HARTFORD, VERMONT

Anchored by White River Junction, and home to gems such as Northern Stage, the Center for Cartoon Studies, and an Amtrak station adjacent to a growing downtown arts and dining scene, Hartford sits not just near the intersections of Interstates 89 and 91, but at the crossroads of the Upper Valley. Hartford is much more than a downtown though, with villages like Quechee, with its renowned Quechee Gorge and outdoor recreation activities, and historic Hartford village itself. The town benefits from immediate access to Dartmouth College, Hypertherm, DH Hospital, Briggs Opera House, the Upper Valley Aquatic Center, and much more.

For a Town Manager, Hartford offers the uncommon opportunity to lead a complex, multi-village municipality with real economic and cultural influence, while living and working in a community and region where outdoor access and living at the small interpersonal human scale still defines everyday life.

Hartford, VT Town Manager Job Profile | May 2026 Search by Rethink Local | HartfordVTTownManager.com

HARTFORD, VERMONT | TOWN MANAGER POSITION PROFILE

ESSENTIAL FUNCTIONS

- Serves as Chief Executive Officer under the Hartford Town Charter and 24 V.S.A. § 1231-1243, responsible for the administration of all Town departments and day-to-day operations.
- Serves as principal adviser to the Selectboard; coordinates meetings, materials, and implementation of Board policies, goals, decisions.
- Leads development and administration of the annual operating and capital budgets, financial reporting, and procurement; oversees long-range financial and capital planning.
- Oversees all personnel and organizational management functions, including supervision of Department Heads and performance management to support a high-performing organization.
- Ensures delivery of Town services in a cost-effective manner while identifying strategic opportunities and managing major agreements, including labor, legal, and insurance matters.
- Serves as the primary liaison between the Selectboard, staff, residents, and external partners; represents the Town in public, intergovernmental, and community settings.
- Provides strategic guidance grounded in municipal law, best practices, and operational realities; maintains expertise in Vermont local government.
- Leads public communication and engagement efforts, including serving as a primary press contact and maintaining a visible community presence.

LEARN MORE

- Job description and benefits summary (pdfs)
- Town website
- Profile website

Meet Tim from the Hartford Selectboard to learn more about this exciting opportunity!

CANDIDATE REQUIREMENTS

Preferred Qualifications:

- Bachelors degree with a Masters degree preferred
- 5-7+ years of experience in the field of municipal management or similar supervisory responsibilities in a related field, at either a director or Town Administrator/Town Manager level.

We encourage candidates who have a unique mix of experience/education to apply, including those with military service.

Successful candidates will have a personality that naturally embodies leadership enabling them to be personable and effective at building relationships with staff, board members, community members, and regional stakeholders; enthusiastic about proactively working with a tight-knit staff, and interested and able to think strategically over multiple years so as to take bold new ideas from inception to implementation.

POSITION DETAILS

This position is a full-time, primarily in-office position with occasional remote work. Town Offices are open M-F 8-5pm. This position will periodically require work outside of these hours. The Town Manager attends all Selectboard meetings.

Starting salary is between $150,000 - $175,000 DOE.

Hartford offers comprehensive benefits, such as health, dental, vision, and retirement. The Town Manager has 4 weeks/year of PTO, professional development/travel reimbursements, and potential relocation assistance. See benefits summary sheet.

There is no residency requirement, but the TM should live within reasonable commuting distance. A background check will be required before hire.

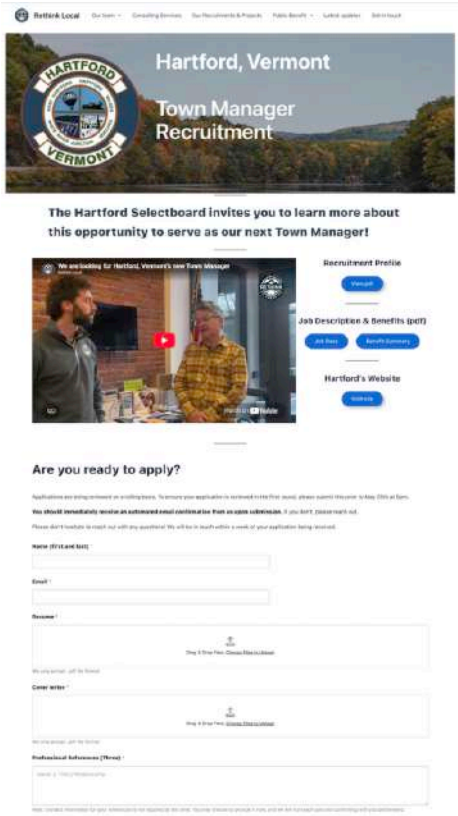
NEXT STEPS AND APPLY

To apply: Visit HartfordVTTownManager.com and fill out the brief online application form.

Timeline: Applications will be reviewed on a rolling basis. First round of reviews will begin 6pm on May 25th 2026.

The Town of Hartford is an Equal Opportunity Employer

Hartford, VT Town Manager Job Profile | May 2026 Search by Rethink Local | HartfordVTTownManager.com



Hartford, Vermont
Town Manager Recruitment

The Hartford Selectboard invites you to learn more about this opportunity to serve as our next Town Manager!

Recruitment Profile

Job Description & Benefits (pdf)

Hartford's Website

Are you ready to apply?

THANK YOU FOR CONSIDERING OUR PROPOSAL AND SUPPORTING BUILDING CIVIC RESILIENCY IN NEW ENGLAND.

Reach out to Alex at **alex@rethinklocal.us** with any questions!

RETHINK LOCAL

A Vermont public benefit corporation · rethinklocal.us

PROPOSAL FOR
EXECUTIVE RECRUITMENT SERVICES

Town Administrator
Town of Bolton, Connecticut

October 30, 2026
This proposal is valid for 60 days

Strategic Government Resources
P.O. Box 1642, Keller, Texas 76244
Office: 817-337-8581

Rebecca L. Fleury, President of Executive Recruitment
RebeccaFleury@GovernmentResource.com

October 30, 2026

Rodney Fournier, First Selectmen
Town of Bolton, Connecticut

Dear Mr. Fournier,

Strategic Government Resources (SGR) is thankful for the opportunity to submit this proposal to assist the Town of Bolton in your recruitment for a Town Administrator. Our nationwide reach, deep municipal expertise, and servant leadership mindset help us deliver tailored recruitment services that will strengthen your culture and community.

We would like to highlight some key aspects that set SGR apart from other firms:

- **Local government experience**: Our team brings decades of direct local government experience, giving us an insider's understanding of your unique challenges. We've conducted executive searches for over 450 local governments across 37 states, including recent experience with Hebron, CT; Lisbon & Biddeford, ME as well as a current recruitment in Enfield, CT. This experience provides us with valuable insight into the unique needs of recruiting a Town Administrator in New England.
- **National reach and candidate pipeline**: With over 21,000 LinkedIn followers, 35,000 subscribers to our Servant Leadership e-newsletter, and nearly 5,000 City & County Management Job Alert subscribers, your SGR recruitment will be seen by a vast audience engaged in the profession.
- **Active engagement in the profession**: As recognized thought leaders in local government management, we are directly involved in the latest operations, challenges, and best practices. This ongoing engagement ensures we are attuned to the evolving skills and leadership qualities needed in today's local government leaders.

Bill Fraser, Senior Vice President, will serve as your Executive Recruiter and primary contact for this recruitment. Bill has 42 years of experience in leadership service in local government across New England; most notably serving as City Manager of Montpelier, Vermont's capital city, for the past 30 years.

We are eager to partner with the Town of Bolton to identify your next leader. We look forward to the opportunity to discuss our proposed approach in more detail and are available for a meeting at your convenience.

Respectfully submitted,

Rebecca L. Fleury, President of Executive Recruitment
RebeccaFleury@GovernmentResource.com

Table of Contents

1. About SGR
2. SGR's Unique Qualifications
3. Project Personnel
4. Approach and Methodology
5. Typical Timeline
6. Fee Proposal
7. Terms and Conditions
8. Placement Guarantee
9. SGR Similar Recruitments
10. Sample Position Profile Brochure
11. Agreement for Executive Recruitment Services

About SGR

Strategic Government Resources, Inc. (SGR) exists to help local governments become more successful by recruiting, assessing, and developing innovative, collaborative, and authentic leaders. SGR was incorporated in Texas in 2002 with the mission to facilitate innovative leadership in local government. SGR is fully owned by former City Manager Ron Holifield, who spent two high-profile decades in city management and served as a City Manager in several cities.

SGR's business model is truly unique. Although we are a private company, SGR operates like a local government association. Most of SGR's principals are former local government officials, allowing SGR to bring a perspective and depth of local government expertise to every project that no other firm can match.

SGR's Core Values are Customer Service, Integrity, Philanthropy, Continuous Improvement, Agility, Collaboration, Protecting Relationships, and the Golden Rule.

SGR is a full-service firm, specializing in providing solutions for local governments in the areas of recruitment and retention, leadership development and training, innovation and future readiness, and everything in between.

With 21 full-time employees, 21 recruiters, 22 facilitators, and multiple consultants who function as subject matter experts on a variety of projects, SGR offers comprehensive expertise. View all SGR team members and their bios at: GovernmentResource.com/Meet-the-Team

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

SGR's Unique Qualifications

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

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

Collective Local Government Experience
Our recruiters have decades of experience in local government, as well as regional and national networks of relationships. Our executive recruiters leverage the professional networks of all SGR recruiters when recruiting for a position, enabling outreach to a wide and diverse array of prospective applicants. SGR team members are active on a national basis in local government organizations and professional associations. Many SGR team members frequently speak and/or write on issues of interest to local government executives. SGR can navigate relevant networks as both peers and insiders.

Equal Opportunity Commitment
SGR does not discriminate and believes that equal opportunity is an ethical issue. SGR will not enter an engagement with an entity or organization that directs bias or expects bias to be demonstrated on any basis other than factors that affect the ability of the candidate to do the job. Although SGR cannot guarantee the makeup of the semifinalist or finalist groups, SGR has relationships and contacts nationwide to encourage the meaningful participation of underrepresented groups, and we continue to evaluate and improve our processes by embedding a lens of equity and inclusion into our recruitment practices.

Listening to Your Unique Needs
SGR devotes significant time to actively listening to your organization and helping you define and articulate your needs. We work diligently to conduct a comprehensive recruitment process tailored specifically to your organization. SGR dedicates a prodigious amount of energy to understanding your organization's unique culture, environment, and local issues to ensure an alignment in terms of values, philosophy, and management style perspectives.

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

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

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

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

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

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

Project Personnel



Bill Fraser, Senior Vice President

Email: williamfraser@governmentresource.com
Phone: 802-522-5846

William “Bill” Fraser is a municipal executive with 42 years of leadership service in local government across New England; most notably serving as City Manager of Montpelier, Vermont’s capital city, for the past 30 years.

After retiring in June 2025, Bill joined the SGR team to provide consulting services, including recruitments, to New England municipalities. While an active Manager, he represented the northeast region as a Vice President on the executive board of the International City/County Management Association (ICMA) from 2020-23.

Bill holds a Master’s degree in Public Administration from the Harvard Kennedy School of Government, a Bachelor’s degree in Public Management from the University of Maine, a certificate from the Harvard Kennedy School for the Senior Executives in State and Local Government program, and a certificate from the University of Virginia Darden School for the Senior Executives Institute program.

He is a Bath, Maine native who attended Morse High School.

Approach and Methodology

A full-service recruitment typically entails the following steps:

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

Step 1: Organization/Position Insight and Analysis

Project Kickoff Meeting and Develop Anticipated Timeline

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

Stakeholder Interviews and Listening Sessions

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

Develop Recruitment Brochure

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

View sample recruitment brochures here: GovernmentResource.com/Open-Recruitments

Step 2: Recruitment Campaign and Communication with Candidates

Advertising and Marketing

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

Sourcing Prospective and Active Candidates

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

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

Communication with Prospective Applicants
SGR maintains regular communication with interested prospects throughout the recruitment process. Outstanding candidates often conduct thorough research on the available position before submitting their resumes. As a result, we receive a significant number of inquiries, and it is crucial for the executive search firm to be well-prepared to respond promptly, accurately, and comprehensively, while also offering a warm and personalized approach. This initial interaction is where prospective candidates form their first impression of the organization, and it is an area in which SGR excels.

Communication with Active Applicants
Handling the flow of resumes is an ongoing and significant process. On the front end, it involves tracking resumes and promptly acknowledging their receipt. It also involves timely and personalized responses to any questions or inquiries. SGR maintains frequent communication with applicants to ensure they remain enthusiastic and well-informed about the opportunity. Additionally, SGR communicates with active applicants, keeping them informed about the organization and community.

Step 3: Initial Screening and Review by Executive Recruiter

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

In contrast with the triage process mentioned above, which focuses on subjective assessment of the resumes and how the candidates present themselves, we also evaluate each candidate to ensure that the minimum requirements of the position are met and determine which preferred requirements are satisfied. This sifting process examines how well candidates' applications align with the recruitment criteria outlined in the position profile.

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

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

Step 5: Evaluation of Semifinalists

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

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

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

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

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

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

Media Searches
Our media search process involves web-based and social media research, enabling efficient and thorough vetting of candidates and minimizing the risk of overlooking critical information. These media reports have proven helpful by uncovering issues that may not have been previously disclosed by prospective candidates. The recruiter will communicate any “red flags” or noteworthy media coverage to the Search Committee as part of the review of semifinalists with the Search Committee.

Step 6: Search Committee Briefing to Select Finalists

Prior to this briefing, SGR will provide the Search Committee with links to the recorded online interviews and a briefing book on the semifinalist candidates. The briefing book includes cover letters, resumes, and completed questionnaires. The objective of this meeting is to narrow the

list to finalists who will be invited to participate in onsite interviews.

Step 7: Evaluation of Finalists

Background Investigation Reports

Through SGR's partnership with a licensed private investigation firm, we are able to provide our clients with comprehensive background screening reports that include the detailed information listed below.

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

DiSC Management Assessments (if desired, supplemental cost)

SGR utilizes the DiSC Management assessment tool, which is among the most validated and reliable personal assessment tools available. The DiSC Management assessment provides a comprehensive analysis and report on the candidate's preferences in five crucial areas: management style, directing and delegating, motivation, development of others, and working with their own manager.

For assessments of more than two candidates, a DiSC Management Comparison Report is included, offering a side-by-side view of each candidate's preferred management style.

First-Year Plan or Other Advanced Exercise

SGR will collaborate with your organization, if desired, to create an advanced exercise for the finalist candidates. One such example is a First-Year Plan, where finalist candidates are encouraged to develop a first-year plan based on their current understanding of the position's opportunities and challenges. Other exercises, such as a brief presentation on a topic to be identified by the Recruiter and Search Committee, are also typically part of the onsite interview process to assess finalists' communication and presentation skills, as well as critical analysis abilities.

Step 8: Interview Process

Face-to-Face Interviews

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

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

Deliberations
SGR will facilitate a discussion about the finalist interviews and support the Search Committee in making a hiring decision or determining whether to invite one or more candidates for a second interview.

Reference Checks
SGR uses a progressive and adaptive automated reference check system to provide insights on candidates' soft skills from a well-rounded group of references. References may include elected officials, direct supervisors, direct reports, internal organizational peers, professional peers in other organizations, and civic leaders. SGR's reference check platform is anonymous, proven to encourage more candid and truthful responses, thus providing organizations with more meaningful and insightful information on candidates. SGR delivers a written summary report to the organization once all reference checks are completed. The timing of reference checks may vary depending on the specific search process and situation. If finalists' names are made public prior to interviews, SGR will typically contact references before the interview process. If the finalists' names are not made public prior to interviews, SGR may wait until the organization has selected its top candidate before contacting references to protect candidate confidentiality.

Step 9: Negotiations and Hiring Process

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

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

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

Satisfaction Surveys

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

Post-Hire Services

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

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

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

Typical Timeline

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

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

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

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

Fee Proposal

Not-to-Exceed Price: $29,419

Not-to-Exceed Price is comprised of:

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

The Fixed Fee includes:

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

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

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

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

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

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

- There may be additional charges for substantial and substantive changes made to the recruitment brochure after the brochure has been approved by the Organization and the position has been posted online. Organization would be notified of any supplemental costs prior to changes being made.
- At your request, SGR can conduct an online stakeholder survey for $1,531 to help identify key issues or priorities that you may want to consider prior to launching the search. SGR provides recommended survey questions and sets up an online survey. Stakeholders are directed to a web page or invited to take the survey by email. A written summary of results is provided to the Organization. Please note that this type of survey may extend the recruitment timeline.
- Additional questionnaires over and above the 15 included in the Fixed Fee - $230 per candidate.
- Additional recorded interviews over and above the 15 included in the Fixed Fee - $256 per candidate.
- Additional media search reports over and above the 15 included in the Fixed Fee - $766 per candidate.
- Additional background investigation reports over and above the maximum of five (5) included in the Fixed Fee - $511 per candidate.
- Additional reference checks over and above the maximum of five (5) included in the Fixed Fee - $256 per candidate.
- DiSC Management assessments - $179 per candidate.
- Semifinalist and finalist briefing materials will be provided to the Organization via an electronic link. Should the Organization request printing of those materials, the reproduction and shipping of briefing materials will be outsourced and be billed back at actual cost.
- Additional onsite visits by the recruiter over and above the quantity included in the fixed price are an additional cost. Travel time and onsite time are billed at a professional fee of $1,021 per day. Meals are billed back at a per diem rate of $18 for breakfast, $20 for lunch, and $32 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost with no markup for overhead.
- SGR Executive Recruitment clients wishing to utilize the complimentary leadership development workshop would be responsible for the travel costs associated with facilitation only. Meals are billed back at a per diem rate of $18 for breakfast, $20 for lunch, and $32 for dinner. Mileage will be reimbursed at the then-current IRS rate. All other travel-related expenses are billed back at actual cost with no markup for overhead.
- The organization bears the cost of candidate travel, and candidates are reimbursed directly by the organization.
- If the organization desires any supplemental services not mentioned in this fee proposal, an estimate of the cost will be provided at that time, and no work shall be done without approval.

Billing
SGR will bill the fixed fee in three (3) installments: 35% upon contract execution, 35% after the applicant pool is presented, and 30% after finalist interviews. Ad placement expenses and supplemental services/other expenses will be billed as incurred or provided. Balances that are unpaid after the payment deadline are subject to a fee of 5% per month or the maximum lawful rate, whichever is less, on the owed amount every month, charged monthly until the balance is paid.

Terms and Conditions

- The organization agrees not to discriminate against any candidate on the basis of age, race, creed, color, religion, sex, sexual orientation, national origin, disability, marital status, or any other basis that is prohibited by federal, state, or local law.
- The organization agrees to refer all prospective applicants to SGR and not to accept applications independently during the recruitment process.
- The organization agrees to provide SGR with any candidates that were previously accepted as applicants for the given position before engaging SGR to conduct the recruitment for the subject position.
- If the organization wishes to place ads in local, regional, or national newspapers, the organization shall be responsible for paying directly for the ads and for placing the ads using language provided by SGR.
- The organization bears the cost of candidate travel, and candidates are reimbursed directly by the organization.

Placement Guarantee

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

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

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

SGR Similar Recruitments

The recruitments listed below are full service executive recruitments, except for those with an asterisk (*) noting a custom or limited scope recruitment engagement.

New England & Northeast Recruitments, 2022-Present

In Progress
- Enfield, CT (pop. 41,000) - Town Manager *

2026
- Hebron, CT (pop. 9,000) - Town Manager
- Lisbon, ME (pop. 10,000) - Town Manager

2025
- Norwalk, CT (pop. 91,000) - Chief Human Resources Officer *
- Chester County, PA (pop. 550,000) - Chief Experience Officer (Assistant County Manager)
- Biddeford, ME (pop. 22,300) - City Manager
- Greenwich, CT (pop. 63,000) - Chief Financial Officer - Comptroller
- Chester County, PA (pop. 550,000) - Director of Human Resources
- Chester County, PA - Executive Director of Planning

2024
- Scarsdale, NY - Assistant (Deputy) Village Manager
- Fairfield, CT (pop. 61,740) - Chief Fiscal Officer
- New Rochelle, NY (pop. 80,828) - City Manager
- Chester County, PA (pop. 540,000) - County Administrator
- Chester County, PA (pop. 540,000) - Public Services Director
- Orono, ME (pop. 11,360) - Town Manager
- Brunswick, ME (pop. 21,756) - Town Manager
- Housing Authority of Chester County, PA - Executive Director

2023
- York, PA (pop. 44,834) - Building Code Official
- Dobbs Ferry, NY - Village Administrator
- East Windsor, CT (pop. 11,400) - Chief of Police
- Chester County, PA (pop. 540,000) - Director of Children, Youth, and Families
- Scarsdale, NY - Personnel Administrator
- Glastonbury, CT - Town Manager
- Chester County, PA - Director of Emergency Services

2022
- Chester County, PA - Human Resources Director
- Kennebunk, ME - Town Manager
- Rocky Hill, CT - Town Manager
- Fairfield, CT - Director of Human Resources
- Wethersfield, CT - Town Manager
- Tolland, CT - Town Manager

City, Town & County Management Recruitments, 2022-Present

In Progress
- Alvarado, TX (pop. 7,000) - City Manager
- Berkeley, MO (pop. 8,000) - City Manager
- Clarksville, IN (pop. 22,000) – Town Manager
- Denton, TX (pop. 169,000) – City Manager
- Enfield, CT (pop. 41,000) – Town Manager
- Eustis, FL (pop. 26,000) – City Manager
- Golden, CO (pop. 20,400) – City Manager
- Green Cove Springs, FL (pop. 10,000) - City Manager
- Lenexa, KS (pop. 59,000) - City Manager
- Mulberry, FL (pop. 4,500) - City Manager
- Surfside, FL (pop. 5,500) – Town Manager

2026

- Annapolis, MD (pop. 40,000) – City Manager
- Hebron, CT (pop. 9,300) – Town Manager
- Bowie, MD (pop. 58,000) - City Manager
- Azle, TX (pop. 15,000) - City Manager
- Farmersville, TX (pop. 4,300) - City Manager
- Giddings, TX (pop. 5,500) – City Manager
- Independence, MO (pop. 123,000) - City Manager
- Ketchikan, AK (pop. 8,200) - City Manager/Ketchikan Public Utilities General Manager
- La Vista, NE (pop. 16,746) – City Administrator
- Lawrence, KS (pop. 98,000) – City Manager
- Lisbon, ME (pop. 9,800) – Town Manager *
- Madisonville, TX (pop. 4,630) – City Manager
- Milton-Freewater, OR (pop. 7,000) – City Manager *
- Palmer Lake, CO (pop. 2,635) – Town Administrator

2025

- Aledo, TX (pop. 7,000) - City Manager
- Abilene, TX (pop. 125,000) - City Manager
- Argyle, TX (pop. 6,000) - Town Administrator
- Athens-Clarke County Unified Government, GA (pop. 130,000) - County Manager
- Battle Creek, MI (pop. 52,700) - City Manager
- Biddeford, ME (pop. 22,300) - City Manager
- Blaine, MN (pop. 75,900) - City Manager
- Bonner Springs, KS (pop. 7,600) - City Manager
- Cameron, MO (pop. 8,300) - City Manager
- Canadian, TX (pop. 2,300) - City Manager
- Clay County, MO (pop. 260,000) - County Administrator
- Dundee, FL (pop. 5,700) - Town Manager
- Elgin, TX (pop. 12,800) - City Manager
- Finney County, KS (pop. 38,000) - County Administrator
- Florence, CO (pop. 3,800) – City Manager
- Garden Ridge, TX (pop. 5,000) - City Manager
- Heath, TX (pop. 10,400) - City Manager
- Iowa Colony, TX (pop. 17,200) - City Manager
- Jonestown, TX (pop. 2,500) - City Administrator
- La Junta, CO (pop. 7,200) - City Manager
- Lamar, CO (pop. 7,700) - City Administrator
- North Central Texas Council of Governments (NCTCOG), TX - Executive Director
- Oak Point, TX (pop. 6,000) - City Manager
- Olathe, KS (pop. 149,000) – City Manager
- Ottawa, KS (pop. 12,630) – City Manager
- Pacific, MO (pop. 7,800) - City Administrator
- Plainview, TX (pop. 20,000) - City Manager
- Portland, OR (pop. 650,000) - City Administrator
- Sedalia, MO (pop. 22,000) - City Administrator
- Springfield, MO (pop. 170,200) - City Manager
- Stevenson, WA (pop. 1,600) - City Administrator
- Trinidad, CO (pop. 8,100) - City Manager
- Waco, TX (pop. 140,000) - City Manager
- Wadena County, MN (pop. 14,400) – County Administrator

2024

- Brunswick, ME (pop. 21,800) - Town Manager
- Chester County, PA (pop. 540,000) – Chief Executive Officer
- Coffeyville, KS (pop. 8,800) - City Manager
- Des Moines, WA (pop. 32,400) - City Manager
- Duncan, OK (pop. 23,000) - City Manager
- DuPont, WA (pop. 10,200) - City Administrator
- Edwardsville, KS (pop. 4,700) - City Manager
- Leander, TX (pop. 67,000) - City Manager
- Leavenworth, KS (pop. 37,600) - City Manager
- Manhattan, KS (pop. 55,000) - City Manager
- Marysville, KS (pop. 3,500) - City Administrator
- Medford, OR (pop. 90,900) - City Manager
- Miami, OK (pop. 12,200) - City Manager
- New Rochelle, NY (pop. 80,800) - City Manager
- New Smyrna Beach, FL (pop. 32,400) - City Manager
- Orono, ME (pop. 11,400) - Town Manager
- San Juan County, WA (pop. 18,600) - County Manager
- St. Joseph, MO (pop. 72,000) - City Manager
- Topeka, KS (pop. 125,500) - City Manager
- Treasure Island, FL (pop. 6,500) - City Manager

2023

- Camp Verde, AZ (pop. 12,000) - Town Manager
- Cleburne, TX (pop. 33,000) - City Manager
- Bristol, TN (pop. 27,000) - City Manager
- Dobbs Ferry, NY (pop. 11,000) - Village Administrator

- Gatesville, TX (pop. 16,000) - City Manager
- Glastonbury, CT (pop. 35,000) - Town Manager
- Great Bend, KS (pop. 15,000) - City Administrator
- Justin, TX (pop. 5,000) - City Manager
- Lafayette, CO (pop. 30,000) - City Administrator
- Laredo, TX (pop. 256,000) - City Manager
- Largo, FL (pop. 84,000) - City Manager
- Lawton, OK (pop. 90,000) - City Manager
- Mexia, TX (pop. 7,000) - City Manager
- Nassau Bay, TX (pop. 5,000) - City Manager
- Navajo County, AZ (pop. 106,000) - County Manager
- Ottawa, KS (pop. 12,500) - City Manager
- Parker, AZ (pop. 3,500) - Town Manager
- Rowlett, TX (pop. 68,000) - City Manager
- Shawnee, KS (pop. 69,000) - City Manager
- Snoqualmie, WA (pop. 14,000) - City Administrator
- Snyder, TX (pop. 11,000) - City Manager
- Stillwater, OK (pop. 48,000) - City Manager
- Trophy Club, TX (pop. 13,000) - Town Manager
- Williston, ND (pop. 29,000) - City Administrator

2022

- Aledo, TX (pop. 5,500) - City Manager
- Blaine, WA (pop. 6,000) - City Manager
- Crandall, TX (pop. 4,000) - City Manager
- Dalhart, TX (pop. 8,500) - City Manager
- Edinburg, TX (pop. 100,000) - City Manager
- Fort Collins, CO (pop. 175,000) - City Manager
- Frisco, CO (pop. 3,000) - Town Manager
- Graham, TX (pop. 8,000) - City Manager
- Hutto, TX (pop. 40,000) - City Manager
- Johnston, IA (pop. 24,000) - City Administrator
- Kennebunk, ME (pop. 11,000) - Town Manager
- Kennedale, TX (pop. 9,000) - City Manager
- Ketchikan, AK (pop. 8,000) - City Manager/Public Utilities General Manager
- Klamath Falls, OR (pop. 22,000) - City Manager
- Leawood, KS (pop. 34,000) - City Administrator
- Levelland, TX (pop. 14,000) - City Manager
- Live Oak, TX (pop 16,000) - City Manager
- Madisonville, TX (pop. 4,500) - City Manager
- Manor, TX (pop. 15,000) - City Manager
- Marshall, TX (pop. 23,000) - City Manager
- Mineral Wells, TX (pop. 15,000) - City Manager
- Mont Belvieu, TX (pop. 8,000) - City Manager
- Montgomery, TX (pop. 2,400) - City Administrator
- Parkville, MO (pop. 7,000) - City Administrator
- Rocky Hill, CT (pop. 21,000) - Town Manager
- Sunnyvale, TX (pop. 8,000) - Town Manager
- Tolland, CT (pop. 15,000) - Town Manager
- Walla Walla, WA (pop. 34,000) - City Manager
- West Lake Hills, TX (pop. 3,000) - City Administrator
- Wethersfield, CT (pop. 26,000) - Town Manager
- Wickenburg, AZ (pop. 7,500) - Town Manager



CITY MANAGER

Annual Salary:
$250,000 - $294,000 DOE/DOQ

Annapolis, Maryland

Are you a collaborative, politically astute executive who can lead complex municipal operations while partnering closely with an elected Mayor? If so, apply to be the City of Annapolis's next City Manager.

The City is seeking an experienced public-sector leader who brings disciplined execution, strong organizational leadership, and exceptional communication skills to a highly visible environment. The successful candidate will be a trusted executive partner to the Mayor, a responsive and credible leader for City Council, and an accountable manager for a diverse municipal organization. Annapolis offers a rare opportunity to lead in a historic, coastal state capital with significant environmental, housing, and service-delivery priorities.

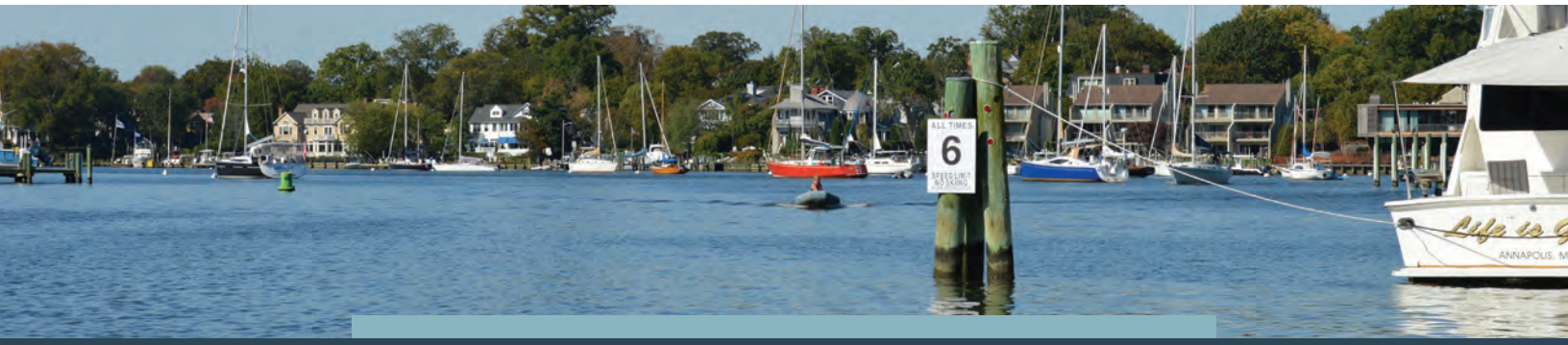
ABOUT THE COMMUNITY

The City of Annapolis, Maryland, is the state capital and a nationally recognized waterfront community with a rich history, vibrant tourism economy, and strong civic identity. Known for its Revolutionary War-era heritage, walkable historic downtown, and maritime culture, Annapolis blends tradition with modern municipal services and regional influence.

Located along the Chesapeake Bay, approximately 30 miles east of Washington, D.C. and 30 miles south of Baltimore, Annapolis benefits from proximity to major employment centers while maintaining a distinct small-city character. The City is home to the United States Naval Academy, which plays a significant role in the local economy, infrastructure planning, security coordination, and community life.

Annapolis attracts millions of visitors annually for government activity, festivals, boating, and cultural events. Its waterfront location also presents unique challenges and opportunities related to climate resilience, flood mitigation, transportation, and environmental stewardship.

Historically significant as one of the nation's earliest capitals, Annapolis today is a diverse, engaged community focused on sustainability, equity, housing affordability, and high-quality municipal services. City leadership must balance preservation, growth, and innovation while maintaining strong partnerships with state, federal, and regional stakeholders.



POPULATION
~40,000

MEDIAN HOUSEHOLD INCOME
~$100,000

MEDIAN HOME VALUE
~$510,000

AVERAGE MONTHLY RENT
~$1,800

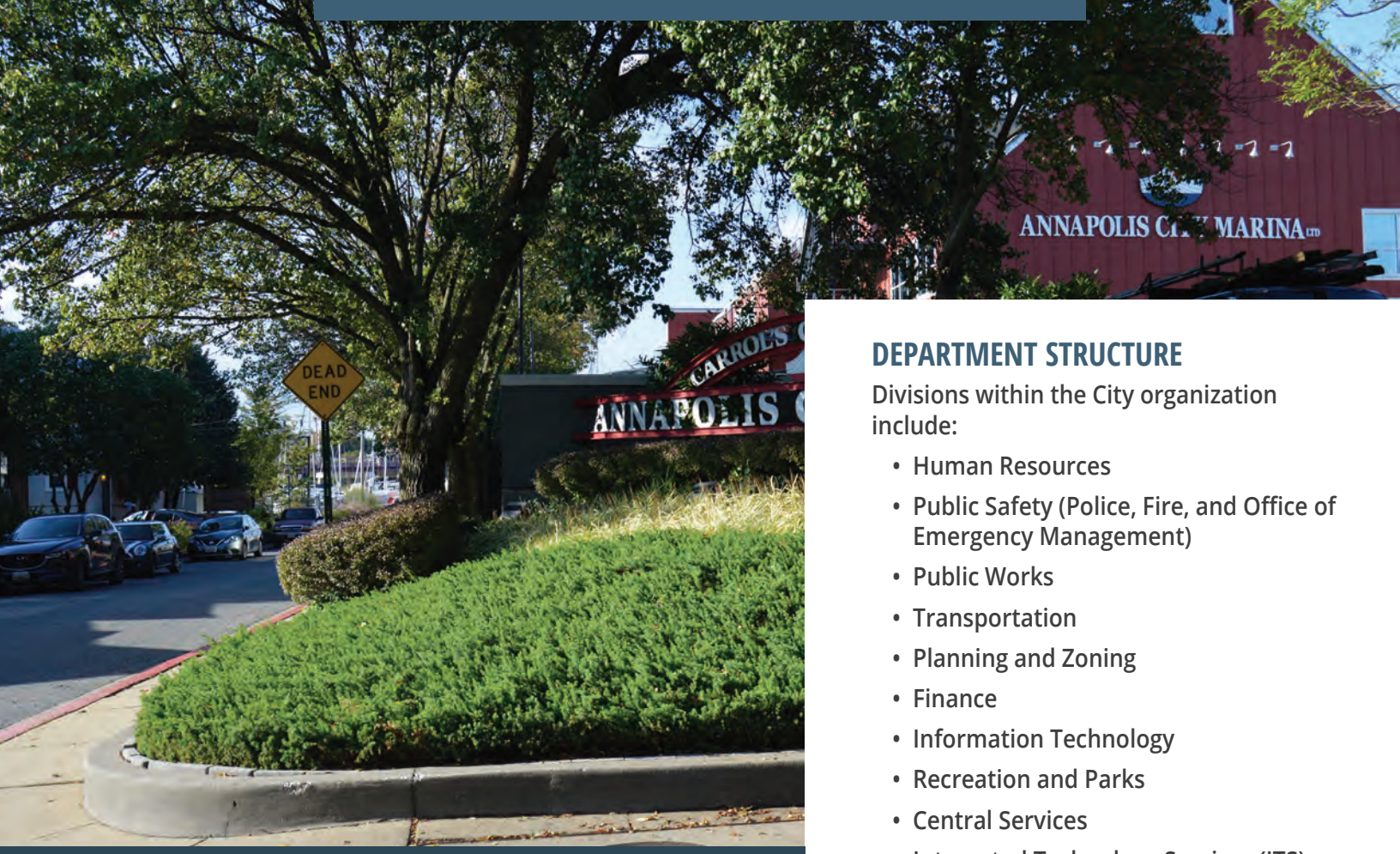
History

Tourism

GOVERNANCE & ORGANIZATION

Annapolis operates under a Mayor–Council form of government with a shared executive structure. The Mayor is elected citywide and serves as the City's chief elected official, while the City Manager functions as the chief administrative officer and organizational leader. The City Council consists of the Mayor and eight members elected from wards. Success in this structure requires a disciplined partnership between the Mayor and City Manager, clear role alignment, and consistent communication with Council.

The City provides a full range of municipal services, including public safety, public works, planning and zoning, transportation, housing and community development, finance, information technology, and recreation and parks.



ABOUT THE JOB

The City Manager's Office provides executive leadership, organizational alignment, and operational oversight for the City of Annapolis. The City Manager is responsible for implementing Mayor and Council policy, directing City operations, and ensuring high-quality service delivery across department.

Reporting to the Mayor, the City Manager will:

- Serve as the Mayor's principal executive partner and advisor
- Lead, align, and hold accountable the City's executive leadership team
- Ensure transparent, timely communication with City Council
- Oversee budget development, fiscal discipline, and labor relations
- Drive cross-department execution of priority initiatives

Mayor's Letter



DEPARTMENT STRUCTURE

Divisions within the City organization include:

- Human Resources
- Public Safety (Police, Fire, and Office of Emergency Management)
- Public Works
- Transportation
- Planning and Zoning
- Finance
- Information Technology
- Recreation and Parks
- Central Services
- Integrated Technology Services (ITS)
- Housing and Community Development

DEPARTMENT QUICKFACTS

EMPLOYEES
900+

CITY BUDGET
$210.2
MILLION (ALL FUNDS)

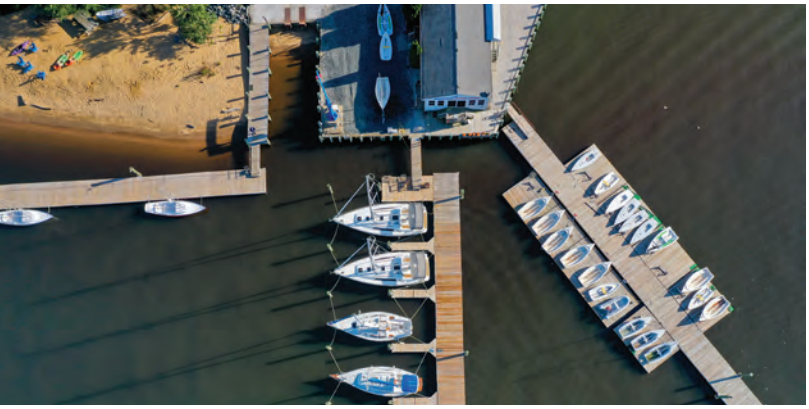
KEY PROJECTS FOR 2026

- Environmental stewardship, climate resilience and flood-mitigation initiatives
- Housing affordability and accessibility strategies, public housing redevelopment and quality
- Urgent and thoughtful modernization of finance, human resources, and information technology systems
- Strengthening cross-department performance management and service responsiveness centered upon residents

THE IDEAL CANDIDATE

The ideal candidate is a seasoned municipal executive with demonstrated success operating in a politically complex environment. They bring a collaborative leadership style, disciplined execution habits, and the ability to establish trust with elected officials, staff, and the community.

This leader is highly responsive, communicates clearly and proactively, and holds departments accountable for service delivery and follow-through. They have experience managing large, diverse organizations; navigating labor relations; and balancing fiscal responsibility with community priorities. Experience with environmental resilience, housing initiatives, and equity-focused service delivery is strongly valued. The successful candidate will be a change-oriented leader who can modernize systems, reduce silos, and foster a cohesive, high-performing executive team culture.











EXPERIENCE & QUALIFICATIONS

Required:

- Master's degree in public administration, business administration, or a closely related field
- Three years as a City Manager or Assistant/Deputy City Manager or equivalent local government and executive experience
- Demonstrated experience working effectively with elected officials in a complex governance structure

Preferred:

- ICMA membership and credentialed manager attainment
- Experience in coastal, historic, or tourism-driven communities
- Proven labor relations and collective bargaining experience
- Track record of organizational modernization and performance management

SALARY & BENEFITS

Compensation: $250,000-294,000, DOE/DOQ

The City of Annapolis offers a comprehensive executive benefits package designed to support employee well-being and long-term financial security. Benefits include twelve (12) paid holidays; medical, dental, and vision insurance; vacation and sick leave based on years of service; participation in 457(b) and 401(a) retirement plans; and access to a City-provided vehicle.

The City Manager may be employed under an executive employment agreement with terms negotiated and approved by the Mayor and City Council. This agreement may supplement standard City benefits and address compensation structure, severance, and performance expectations.

Annapolis values flexibility, professional development, and a healthy work-life balance while recognizing the demands of executive municipal leadership.





HOW TO APPLY

Apply Here

For more information on this position, contact:
Clay J. Pearson, Senior Vice President, Strategic Government Resources
claypearson@governmentresource.com | 713-816-8639

The City of Annapolis is an Equal Opportunity Employer and does not discriminate on the basis of race, color, religion, gender, national origin, age, or disability. Applicants selected as finalists will be subject to a comprehensive background investigation.

Agreement for Full Service Executive Recruitment Services
for Town Administrator ("PROJECT")
to Town of Bolton, Connecticut ("CLIENT") between
CLIENT and Strategic Government Resources, Inc., DBA SGR ("SGR")

SGR and CLIENT (together, "Parties") agree as follows, effective upon the date of the later signature below, in consideration of the mutual promises contained in this Agreement and other good and valuable consideration, the sufficiency of which each Party hereby acknowledges.

1. **SGR promises and agrees:**
    A. To perform the services described in SGR's Proposal for PROJECT dated October 30, 2026 ("PROPOSAL") substantially in the timeframe projected in the PROPOSAL.
    B. To honor the Placement Guarantee stated in the PROPOSAL.
    C. To comply with all applicable open records, public information and similar laws, and consult with CLIENT if SGR is asked for information before disclosure, unless prevented by court order or law from doing so.
2. **CLIENT promises and agrees:**
    A. To pay SGR promptly as billed or invoiced for such services in accordance with the amounts stated in PROPOSAL, including Reimbursable Expenses and costs of any Supplemental Services or Other Expenses that CLIENT selects. Balances that are unpaid after the payment deadline are subject to a fee of 5% per month or the maximum lawful rate, whichever is less, on the owed amount every month, charged monthly until the balance is paid.
    B. To timely provide photos/graphics and information necessary to develop recruitment brochure, narrow candidate field, and conduct candidate screening and interviews; failure to do so may, in SGR's reasonable discretion, extend timeline and can negatively impact the outcome of the process.
    C. To respond to drafts of documents and reports in a timely manner; failure to do so may, in SGR's reasonable discretion, extend timelines and can negatively impact the outcome of the process.
    D. To refer all prospective applicants to SGR and not to accept applications independently during the recruitment process.
    E. To provide legal opinions to SGR regarding when and if any information relating to the PROJECT must or should be released in accordance with public information laws or legal process.
    F. That if CLIENT receives an open records request related to this PROJECT, CLIENT shall notify and share the request with SGR in writing as soon as possible but within no more than three (3) business days of receipt and that CLIENT shall provide sufficient time for SGR to notify and provide advance notice to the impacted individuals prior to CLIENT releasing the required information with protected information redacted.
    G. To directly reimburse finalists for travel-related expenses relating to in-person interviews.
    H. That CLIENT is ultimately responsible for candidate selections and CLIENT will not discriminate against any candidate on the basis of age, race, creed, color, religion, sex, sexual orientation, national origin, disability, marital status, or any other basis that is prohibited by federal, or applicable state, or local law.
    I. To comply with the Fair Credit Reporting Act.

J. To cooperate with SGR and not impede SGR from performing its obligations to CLIENT.

3. Additional Terms and Conditions:

A. The PROPOSAL is incorporated herein for all purposes including all terms defined therein, but if there is any conflict or inconsistency between the terms or conditions of this Agreement, this Agreement controls.

B. SGR may substitute personnel other than those initially placed, who have substantially equivalent training and experience and subject to approval of CLIENT, due to factors such as SGR employee/consultant turnover, developing needs of the PROJECT, or CLIENT's request.

C. CLIENT grants SGR permission to use any name, logo, or other identifying mark of CLIENT in SGR's social media content to refer to the relationship established by this agreement.

D. Remedies

i. CLIENT can terminate this agreement at any time for no reason upon giving SGR seven (7) days advance written notice of the termination date. In such an event, SGR shall be compensated for all work satisfactorily performed up to and through the termination date.

ii. SGR can terminate this agreement upon seven (7) days advance written notice of the termination date to CLIENT if CLIENT has failed to promptly pay in full any undisputed portion of any bill or invoice (if the dispute is in good faith) or has failed to perform its contractual promises in a manner that materially impedes SGR's ability to successfully perform its obligations, including identifying and attracting qualified candidates. In such an event, SGR shall be compensated for all work satisfactorily performed up to and through the termination date.

E. CLIENT acknowledges that the nature of executive recruitment is such that SGR engages in discussions with prospects through the process who may or may not ultimately become a candidate, and that SGR is utilizing its proprietary network of relationships to identify and engage prospective candidates, and that premature release of such proprietary information, including names of prospective candidates with whom SGR may be having conversations as part of the recruitment process, may be damaging to the prospects, CLIENT, and SGR. Accordingly, CLIENT acknowledges and, to the extent permitted by law, agrees that all information related to this search is proprietary, and remains the property of and under the exclusive control of SGR, regardless of whether such information has been shared with CLIENT.

F. There are no third-party beneficiaries to this Agreement.

G. If any term or condition of this Agreement is invalidated by final judgment of a court of competent jurisdiction or becomes impossible to perform, the Parties will confer about whether to continue performance without amending the Agreement, without prejudice to either Party's right to terminate the Agreement without cause.

H. This Agreement embodies the complete and final understandings, contract, and agreement between the Parties, superseding any and all prior written or verbal representations, understandings, or agreements pertaining to this PROJECT. This Agreement can be modified only by signed written amendment. Electronic communications purporting to amend this Agreement will be effective only if the electronic communication includes specific reference to this Agreement or PROJECT.

I. This Agreement will be governed by the substantive laws of the State of Connecticut without regard to the jurisdiction's choice-of-law doctrines. Venue for any litigation relating to this

Agreement will be exclusively in Tolland County of the State of Connecticut.

J. To the extent it may be permitted to do so by applicable law, CLIENT does hereby agree to defend, hold harmless, and indemnify SGR, and all officers, employees, and contractors of SGR, from any and all demands, claims, suits, actions, judgments, expenses, and attorneys' fees incurred in any legal proceedings brought against them as a result of action taken by SGR, its officers, employees, and contractors, providing the incident(s), which is (are) the basis of any such demand, claim, suit, actions, judgments, expenses, and attorneys' fees, arose or does arise in the future from an act or omission of SGR acting within the course and scope of SGR's engagement with CLIENT; excluding, however, any such demand, claim, suit, action, judgment, expense, and attorneys' fees for those claims or any causes of action where it is determined that SGR committed official misconduct, or committed a willful or wrongful act or omission, or an act or omission constituting gross negligence, or acted in bad faith. In the case of such indemnified demand, claim, suit, action, or judgment, the selection of SGR's legal counsel shall be with the mutual agreement of SGR and CLIENT if such legal counsel is not also CLIENT's legal counsel. A legal defense may be provided through insurance coverage, in which case SGR's right to agree to legal counsel provided will depend on the terms of the applicable insurance contract. The provisions of this paragraph shall survive the termination, expiration, or other end of this agreement and/or SGR's engagement with CLIENT.

K. Notices related to this Agreement will go to the respective Parties as follows but either Party can change the addressee for notices to that Party by written notice to the other Party.

   i. For the purposes of this Agreement, legal notice shall be required for all matters involving potential termination actions, litigation, indemnification, and unresolved disputes. This does not preclude legal notice for any other actions having a material impact on the Agreement.

   ii. Any notice required be given by this Agreement shall be deemed to have been given within three (3) days of emailing or depositing in the mail.

Legal Notices:

SGR	**CLIENT**
Attn: Melissa Valentine, Corporate Secretary	Attn:
PO Box 1642 Keller, TX 76244	Address:
Melissa@GovernmentResource.com	Email:

PROJECT Representative:

SGR	**CLIENT**
Rebecca L. Fleury	Name:
President of Executive Recruitment	Title:
RebeccaFleury@GovernmentResource.com	Email:
817-337-8581	Phone:

Billing and Invoicing:

SGR	**CLIENT**
Attn: Finance	Name:
Finance@GovernmentResource.com	Title:
817-337-8581	Email:
	Phone:

L. Unless sooner terminated, this Agreement shall terminate at such time as the PROJECT is completed and the requirements of this Agreement are satisfied, except that duties of payment, information disclosure, placement guarantee, and any representations and warranties survive this Agreement.

M. The Parties and each individual who executes this Agreement on behalf of a Party represent and warrant to the other Party that as to each Party's respective signatory, that signatory is authorized by their Party to execute this Agreement and to bind their Party hereto.

N. Time is of the essence to this Agreement.

O. This Agreement may be executed in counterparts which together will comprise the Agreement.

P. This Agreement is subject to appropriation of funds by CLIENT.

SGR	**CLIENT**
Signature	Signature
Printed Name:	Printed Name:
Title:	Title:
Date:	Date:

PRACADEMIC
PARTNERS



PROFESSIONAL DEVELOPMENT & TRAINING

BUILD YOUR TEAM FOR TODAY–AND PREPARE THEM FOR TOMORROW.

Public sector organizations face complex demands, shifting workforce dynamics and increasing pressure to deliver results. Pracademic Partners offers customized training sessions designed specifically for public leaders, managers and teams—providing actionable tools, fresh perspectives and practical solutions that can be applied immediately in the field.

Delivered remotely or in-person, these sessions are ideal for groups of any size and can be tailored to meet your organization's specific development needs.

SESSIONS INCLUDE:

Mental Health, Mindfulness and Resilience: Mindset Shifts for Local Government Leaders
In today's high-pressure environment, public sector leaders need resilience and mindfulness to lead effectively. This session offers practical strategies to strengthen well-being, manage stress and foster a resilient, high-performing organizational culture.

The Future is Now: Managing the Talent Pipeline Amid the Changing Workforce
As workforce dynamics shift, public organizations must adapt to recruit, retain and engage top talent. This session dives into emerging trends, multi-generational engagement, evolving job markets and strategies to build a culture that supports long-term retention.

Care, Trust and Engage: Customer Service Excellence in Local Government
Exceptional customer service builds trust and strengthens public confidence. This session delivers actionable strategies to create a service-oriented culture, improve resident interactions, increase transparency and enhance community engagement.

Succession Planning: Preparing for Transitions in Public Organizations
Staff changes are inevitable—but disruptions don't have to be. This training offers practical tools to help identify critical roles, grow internal talent, and maintain organizational continuity through intentional succession planning and effective information sharing.

The Local Government Management Institute™ Coaching Program
A 5-month leadership academy for emerging city/county administrators, combining coaching, guided modules and CAO-level mentorship. Participants develop the skills, insights and confidence to move into senior leadership roles. Ideal for post-MPA professionals ready to accelerate their executive careers.

PRACADEMIC PARTNERS, LLC
ian@pracademicpartners.com

PRACADEMIC
PARTNERS



EXECUTIVE & LEADERSHIP COACHING

SHARPEN YOUR SKILLS & MAKE SMARTER DECISIONS WITH CONFIDENCE.

Through 1:1 coaching, you get personalized, actionable feedback tailored to your unique situation. Whether you're looking to grow as a leader, handle a career shift, or simply get more done in less time, this is about *your* goals, *your* growth and *your* results.

UNLOCK YOUR TRUE POTENTIAL WITH:

Personalized Attention
Coaching is tailored specifically to your leadership challenges and goals, ensuring each session delivers actionable insights that matter to you.

Deep Public-Sector Expertise
Unlike larger players, we specialize in leadership development for public administrators, government officials and non-profit executives, combining practical experience with academic insight.

Mindful Public Management™ Training:
Develop the skills to lead with emotional intelligence, purpose and sustainability–vital skills for today's complex environments.

REAL COACHING. REAL RESULTS.

Career Advancement
Navigate your career progression with a coach who understands your field.

Leadership Transformation
Go beyond surface-level improvements and develop a style that influences and inspires.

Tailored Solutions
Unlike large firms, we create customized pathways that meet the precise needs of public and nonprofit leaders.

READY TO TURN AMBITION INTO ACTION?

SCAN THIS CODE TO GET STARTED.

PRACADEMIC PARTNERS, LLC
ian@pracademicpartners.com

PracademicPartners_OneSheet_LeadershipCoaching.indd 1 11/21/24 2:36 PM

Attention: Joe Bellavance, First Selectman
Town of Brooklyn
4 Wolf Den Rd. PO Box 356
Brooklyn, CT 06234

Town Administrator Executive Search Firm Services Proposal

Prepared by: Randi Frank Consulting, LLC

7700 Hoover Way, Louisville, KY 40219
Tel: 203-213-3722, Email: randi@randifrank.com
www.randifrank.com

February 16, 2026

TABLE OF CONTENTS

Transmittal Letter……. Page 3
- Conflict of Interest Statement…….. Page 4
- Insurance Statement……. Page 4
- Women Business Certification……..…….. Page 4

Experience & Qualification……. Page 6
- Description of Firm -examples of searches……. Page 6
- Staffing of Project…… Page 7
- Randi Frank Bio……... Page 9
- Randi Frank Consulting - Client/Project List…….. Page 10-11
- Robert Slavin Bio…… Page 12
- Richard Brown Resume …….. Page 13
- Georgian Lussier Resume……. Page 14
- Diane M. Fitzpatrick Bio ……. Page 15
- Thomas Gates Bio …… Page 16
- Lee Palmer Bio…… Page 17
- John Elsesser Bio…….. Page 18
- Randi Frank Consulting – Organization Chart…… Page 19

Timetable……. Page 20

Scope of Service – Work Plan & Methodology…….. Page 21
- Develop Position Profile……. Page 22
- Identify Qualified Candidates……. Page 22
- Evaluate Prospective Candidates – *Preliminary Screening & Progress Report* Page 23
- Selection & Employment - *In-Depth Screening & Final Report* Page 23
- Evaluation Criteria, Follow up & Reports…… Page 25
- Guarantees and Deliverables…… Page 25

Proposed Cost…… Page 27

References……. Page 29

Exhibit A – Slavin Sample Client list and EEO Statement & Minority & Female Placements…… Page 31

Exhibit B – Sample Profiles …… Page 39

February 16, 2026

Joe Bellavance, First Selectman
Town of Brooklyn
4 Wolf Den Rd, PO Box 356
Brooklyn, CT 06234

RE: Executive Search Firm Services -Town Administrator

Dear First Selectman Bellavance

Randi Frank Consulting LLC is pleased to submit this proposal to conduct an executive search for the Town of Brooklyn's Town Administrator. The purpose of this work is to assist the First Selectman and Board of Selectman, Town Staff and Citizens to develop a comprehensive recruitment profile for the position and then to identify, recruit and present outstanding candidates who meet Brooklyn's criteria. Once the profile has been developed and approved, the team assembled by Randi Frank Consulting, LLC will have no difficulty identifying quality prospective candidates and becoming immediately productive.

Randi Frank Consulting and Slavin Management Consultants will serve as key project managers and partners. If Ms. Frank is unavailable for any reason Mr. Slavin can take over the project. We have created this partnership to provide the Town of Brooklyn with the best services combining Robert Slavin's extensive national experience and Randi Frank's extensive east coast and Connecticut experience and municipal knowledge. As a high quality, hands-on independent management and human resources consulting firm, Randi Frank Consulting LLC is most capable and interested in providing these services to the Town of Brooklyn.

The proposal commits the highest level of our firm's resources. Ms. Frank will manage this critical project. Mr. Robert Slavin (Slavin Management Consultants -Partner) and I will serve as primary consultants for a full executive search with other key Consultants identified. Also available for this project will be professional consultants and staff assistants from Slavin Management Consultants including Thomas Gates (past County/City Managers) and Richard Brown (Town/City Manager in CT, MA, RI & VA). Professional consultants from Randi Frank Consulting include Ms. Georgian Lussier who has had over 35 years of HR experience and Diane M. Fitzpatrick, who has over 35 years

of municipal and state government HR experience. Lee Palmer, with over 40 years of municipal human resources and finance experience plus serving as interim Town Manager in Weston and Berlin, CT. Also available. John Elsesser, past Town Manager of Coventry for over 30 years, is part of our team. Resumes for each consultant are provided in this proposal.

Ms. Frank is the owner and managing member of Randi Frank Consulting, LLC with over 35 years of municipal experience, 25 years of consulting services and over 95 executive searches and recruitment projects for most municipal department heads and CEO's (including City/Town Manager/Administrator positions). Mr. Slavin is one of the most experienced recruiters of governmental managers in the nation; with over 850 local government executive searches including over 375 Municipal CEO positions.

Contact Information:

Ms. Randi Frank-Project Dir.
Randi Frank Consulting, LLC
7700 Hoover Way
Louisville, KY 40219
Tel: 203-213-3722
Email: randi@randifrank.com
www.randifrank.com

Mr. Robert E. Slavin -Alternative Rep.
Slavin Management Consultants
3040 Holcomb Bridge Rd., Suite A1
Norcross, GA 30071-1357
Tel: 770-449-4656 Fax: 770-416-0848
Email: slavin@bellsouth.net
www.slavinmanagementconsultants.com

Conflict of Interest & Good Standing:

Randi Frank Consulting, LLC and Slavin Management Consultants have never been debarred or prevented from participating in Federal State or Municipal procurement processes. This proposal is made in good faith without fraud, collusion or connection of any kind with any other proposer and is competing solely on our own without any connection with or obligation to any undisclosed person or firm.

Women Business Certification & Insurance:

Randi Frank Consulting, LLC was certified for 15 years as woman owned small business in Connecticut and is now certified in Louisville and Kentucky. A Sample insurance certificate is available upon request. Please note Randi Frank Consulting, LLC has General Liability and Professional Liability insurance and is not required by law to have Workers Comp. Insurance. Ms. Frank personally has auto insurance (auto not owned by firm) and umbrella insurance (but not for the Firm)

Our firm has a strong and proven commitment to providing exceptional recruitment services to public agencies and has received many accolades supporting this work both from clients and candidates. We provide a hands-on personal touch for each executive search. We do not have a list of candidates ready, since we haven't started recruiting for Brooklyn until we know what your community is looking for in their next Town Administrator. We can also offer interactive recorded interviews of candidates rather than candidates reading questions on the computer and answering them.

On a personal note, Ms. Frank grew up in Connecticut and still has family in CT. We can also use our CT consultants to avoid travel costs of Ms. Frank or Mr. Slavin as requested. We can also conduct meetings via zoom or phone to gather information from stakeholders as necessary. Please note we conducted the search for a Town Manager for the Town of Plainville virtually without any in-person meetings with the consultants.

Thank you for the opportunity to submit this proposal. We look forward to working with you on this very important work. If you have questions concerning this proposal, please contact me at 203-213-3722. Ms. Lussier and Ms. Frank have worked with the Town of Brooklyn in the past for a Classification and Compensation study which included interviewing all the full-time employees. We look forward to discussing this proposal with you further.

Sincerely,

Randi Frank

Ms. Randi Frank
Managing Member/CEO

Experience and Qualifications

Randi Frank Consulting, LLC is a Louisville, KY and Federally Certified Small Women Owned Business with offices in Louisville, KY (and past CT Certified). Ms. Randi Frank is the principal and owner and only employee of the firm which was organized originally in Connecticut in 2000. Ms. Frank has over 35 years of recruiting experience at the municipal level including Para-professional, professionals, and department heads and over 25 years of executive search experience including CEO/Department Head positions (highlighted below) and over 95 Executive searches. With over 19 Town/City Manager searches.

As you will see from the enclosed resume and client list, Ms Frank has handled numerous recruitment projects. Listed below is a sample of Randi Frank Consulting, LLC experience with Executive Searches (CT Town/City Managers are highlighted):

- CT Office of State Treasurer- Assistant Treasurer for Debt Management Position
- University of Connecticut – Architectural and Engineering Services Department for the Director of Design, Engineering & Technical Support and the Director of Planning & Project Development, Director of Environmental Health & Safety
- City of Hartford, CT -Human Resource Director & Director of Development 2012
- Finance Director – Town of Brookfield, CT and Town of Bloomfield, CT 2012
- Police Chief – Town of Bloomfield 2011, Town of Milford and City of Bridgeport, CT 2010, Town of Trumbull, 2014
- Naugatuck Valley Council of Governments – Executive Director – 2014
- Southeastern Regional Planning & Eco. Dev. District, MA–Executive Dir. -2015

Town/City Manager Searches – CT & New England

- City of Norwich, CT – City Manager Position (Bob Slavin assisted) 2007
- Town of East Hampton, CT – Town Manager Position 2008
- Town of Windham, CT – First Town Manager (Bob Slavin assisted) 2009
- Town of Mansfield, MA – Town Manager (assisted Bob Slavin) 2009
- Town of Bloomfield, CT – Town Manager (Bob Slavin assisted) 2013 & 2018
- City Manager– City of Worcester, MA 2014(Bob Slavin & Lee Erdmann assisted)
- Town of Groton, CT – Town Manager Position (Bob Slavin assisted) 2017
- Town of Granby, CT – Town Manager–(Lee Erdman & Bob Slavin assisted) 17
- City of Cambridge, MA – City Manager Position 2022
- Town of Plainville - Town Manager Position 2022
- Town of Coventry, Newington and Weston -Town Manager Positions 2023
- Town of Clinton, CT – Town Manager – 2024
- Town of Darien, CT – Town Administrator – 2024-25
- Town of Berlin & Killingly, CT - Town Managers – 2025

East Coast Executive Searches – Assisted Bob Slavin

- City Manager – City of Newark, DE (Univ. of Delaware) 2009 & 2012
- Prince William County – County Executive & Human Resources Dir. 2010-11
- Police Chief 2016 & Fire Chief 2017– Fort Myers, FL (assisted Bob Slavin)
- City of Danville, KY – City Manager - 2020

Slavin Management Consultants is an independent management-consulting firm formed in 1986 and incorporated in the State of Georgia. They operate nationwide from the home office near Atlanta, Georgia. Mr. Robert E. Slavin is the principal and only stockholder of the firm and will serve as the co-consultant for this project in addition to Ms. Randi Frank. Mr. Slavin has conducted or assisted in the conduct of more than 850 successful public sector executive searches throughout his career, which started in 1967. Slavin Management Consultants provides exceptionally high-quality consulting services to state and local government, health care providers, transit authorities, utilities, special districts and private sector clients. Mr. Slavin specializes in the recruitment of Chief Executive Officers and high-level department heads. He has conducted more than 375 Town/City/County Manager recruitments over his career. (Listed in the reference and background section are contacts for Town/City/County Manager executive searches completed and a sample list of Town/City/County Manager searches conducted.)

The list below is a sample of recent department heads and City/Town/County Manager executive searches conducted by Slavin Management Consultants in recent years:
Executive Director – Metro Washington Council of Governments (Ms. Frank assisted)
Parks & Recreation Dir – Cape Coral, FL
Chief HR Officer – Jefferson County, AL
Executive Director – Palm Beach Transportation Planning Agency, Fl
Fire Chief – Glendale, AZ
Director of Community Partnership – Broward County, FL
Chief Appraiser - Palm Beach County, FL
Director of Planning & Inspections - Orange County, NC
Chief of Police – College Park, GA
Economic Development Director – Corinth, TX
County Administrator – Citrus County, FL
City Manager – City of Mount Rainer, MD
City Manager – City of Maplewood, MO
County Administrator – St Croix County, WI
City Manager – City of Joliet, IL
City Manager – City of Myrtle Beach, SC
City Manager – City of Danville, KY (Ms. Frank assisted)
City Manager – City of Durango, CO
City Manager – City of Laredo, TX
County Administrator – Georgetown County, SC
City Manager – City of Portage, MI
Managers in Town of Mansfield, City of Worcester and Cambridge, Massachusetts
Assisted with Manager searches in Newington, Coventry and Weston, Clinton, Berlin, and Killingly, Connecticut

Committed Staff for this Project

Ms. Randi Frank and Mr. Robert Slavin will serve as the key consultants and contacts for this project. If Mr. Slavin is not available to fly in when requested, then he will most likely be available through conference call/zoom. Ms. Frank can fly to CT as needed or

be available via Zoom. (please note we did the Plainville Town Manager Search only via zoom). We recommend onsite visits at the beginning of the project to help us to understand the Town and what they are looking for in their next Town Administrator. Slavin Management Consultants also has additional professional staff that can assist with executive searches if needed. Slavin Management Consultants including Thomas Gates (past County/City Managers) and Richard Brown (Town/City Manager in CT, MA, RI & VA). Professional consultants from Randi Frank Consulting include Ms. Georgian Lussier who has had over 35 years of HR experience and Diane M. Fitzpatrick, who has over 35 years of municipal and state government HR experience. Mr. Lee Palmer is also available with over 40 years of municipal/school human resources and finance experience. He also recently served as an interim Town Administrator in Weston CT and Town Manager in Berlin CT. John Elsesser, past Town Manager of Coventry for over 30 years, is also part of our team. Ms. Lussier, Ms. Fitzpatrick, Mr. Elsesser and Mr. Palmer live in CT and Mr. Brown lives in RI. These consultants will assist with outreach, meeting stakeholders', recruitment, reference checks as needed. Mr. Gate is in VA and will assist with outreach, recruitment and reference checks. Slavin Management Consultants has staff in their office to handle administrative duties. Resumes are attached for key consultants.

If the Town of Brooklyn does not want to spend money on a trip for Ms. Frank, the CT and RI consultants can be in-person for stakeholder meetings such as with the Department Heads while Ms. Frank and Mr. Slavin can handle virtual meetings with the elected officials.

We believe Ms. Frank's experience in and knowledge of Connecticut and Northeast government and recruiting combined with Mr. Slavin's extensive nationwide experience with Town/City Manager recruitment will provide the Town of Brooklyn with high quality hands-on personal service to meet your specific needs (***we provide as many hours of service as needed)***.

Randi Frank, Managing Member/CEO of Randi Frank Consulting, LLC -BIO

Ms. Randi Frank is an independent local government human resources and management consultant based in Louisville, KY. Her varied background includes more than thirty-five years of experience working with and for government agencies. She has Twenty-Five (25) years of executive search consulting experience combined with thirteen (13) years of Assistant Town Manager experience in Connecticut Municipalities (Rocky Hill and Cheshire). As an Assistant Town manager, Ms. Frank oversaw human resources, risk management, purchasing, grants, recycling and project management.

Earlier in her career she served as a budget/management analyst and research associate in two counties in Virginia and two agencies in California with some experience with Federal agencies. As a consultant she has worked on executive search projects in most East Coast States (CT, MA, RI, MD, DE, VA, NC, GA, FL, KY, OK) and in the Mid Atlantic Region of the United States.

Ms. Frank holds a Master's degree in Public Administrations from the University of Southern California and a Bachelor's degree in Urban Affairs from the University of Rhode Island. She is certified as a professional risk manager by the Insurance Institute of America and was a certified School Business Manager by the State of CT. She is a certified woman owned small business in Louisville and Kentucky and was certified in CT for 15 years.

Past Executive searches are listed on the next pages with a summary of additional human resources type projects.

Ms. Frank's areas of expertise include:

- Executive & Staff Recruitment
- Compensation & Classification
- Sexual Harassment Prevention Training
- ADA & AA/EEO
- Risk Management
- Budgeting
- Grantsmanship
- Human Resources Policies
- Collective Bargaining
- Drug Free Workplace Programs
- Workers Compensation
- Safety and Training
- Purchasing
- Recycling & Solid Waste

Organizations:

- International City Management Association – Member & Conference Fellow
- Connecticut Town & City Managers Assoc. – Member & Past Board Member
- Kentucky City & County Managers Association – KCCMA Member
- International Public Management Assoc.-HR – KY Chapter, Past CT Chapter
- NPELRA- National Public Employer Labor Relations Assoc. – CT Chapter
- SHRM – Society of Human Resources Managers – Louisville Chapter
- Truman Scholar & Member of Truman Scholarship Association
- Past CT PRIMA (Public Risk & Insurance Mgmt. Assoc.) President & Officer

RANDI FRANK CONSULTING, LLC
CLIENT/PROJECT LIST

National Recruitment

Town of Glastonbury & Stratford– Human Resource Directors–2002 & 2005
Town of Hamden, CT – Risk Manager - 2002
Town of Stonington – Planning Director –2003, Engineer & PW Director 2014
Town of Tolland – 12 Various Position – 2002 Town of Plainville – Various Positions – 2004
City of New London – HR Director –2004, City of New Britain – HR Director –2005
University of CT – 2 Architectural & Engineering Positions – 2007, Director, Environmental Health & Safety – 2011
State of CT Treasurers Office – Assistant Treasurer for Debt Mgmt. – 2007
City of Norwich – City Manager –2007, Town of East Hampton – Town Manager – 2008
City of Waterbury – Human Resources Director –2007 & 2016 & 2019 & Planner 2019
Town of Brookfield, CT – Controller/Finance Director, Town of Wallingford, CT -CFO
City of Newark, DE – City Manager – 2008 & 2012
New Castle County, DE – General Manager-Land Use Department -2008 Police Chief 2007
Town of Stratford, CT – Deputy Police Chief, Fire Chief, Deputy Fire Chief – 2009
Town of Enfield, CT- EMS Director, HR Director 2009, Town of Westport, CT – HR Director
Town of Windham –Town Mgr. – 2009; Town of Mansfield, MA- Town Mgr.– 2009
Town of Granby, CT – Police Captain – 2009
Prince William County, VA – County Executive – 2010, HR Director 2011
Town of Bloomfield, CT – HR Director, Finance Director, Police Chief – 2010 & 2011
City of Bridgeport, CT – Police Chief – 2010; Asst. Police Chief -2012
Town of New Milford, CT – Police Chief -2010 & Wastewater Superintendent
City of Hartford – Dir. of Development Services & HR Director – 2012; **911** Director-2017
Metropolitan District Commission – Human Resources Manager -2012
Town of Bloomfield – Town Manager 2013 & 2019
City of Bridgeport – Airport Manager 2013 Trumbull- Police Chief – 2014
Naugatuck Valley Council of Governments – Executive Director – 2014
City of Worcester, MA – City Manager – 2014; City of Newport, RI – City Manager 2015
Metropolitan Washington Council of Govt – Dir. of Transportation 2014 & Div. Head 2018 & Executive Director & Finance Director-2021-2022
Quinebaug Valley Community College – Chief Academic Officer - 2015
Charleston County, SC – Assisted Slavin Mgmt. – Dir of Env Mgmt. & EMS - 2015
Southeastern Regional Planning & Economic Dev. District-SRPEDD-Executive Dir.-2016
Ft Myers, FL – Police Chief & Fire Chief – 2016-2017 – Northport, FL – Fire Chief -2018
Town of Granby & Town of Groton – Town Managers – 2017
City of Fort Smith, AK – Director of Public Works -2018
City of Stamford, CT – HR Director 2019 & Transportation Dir
Brazos River Authority – Engineering Services Manager 2019
City of Danville, KY – City Manager & Human Resources Director & Fire Chief- 2020
Nashville Electric Services – VP & CIO -2019
City of South Fulton, GA – Finance Director - 2020
East Hartford, CT – Human Resources Director & Health & Social Services Director-2020
City of New Haven –Deputy Dir. of Transportation-2012, CAO, Dir of Transportation -2021
Richland County, SC – County Attorney 2021;
Town of Plainville, CT – Town Manager - 2022
City of Cambridge, MA – City Manager, 2022,
Newington & Coventry, CT-TM-Weston CT Town Administrator 2023 & Clinton, CT TM -2024
Darien, CT – Town Administrator; Berlin & Killingly, CT Town Managers - 2025

RANDI FRANK CONSULTING, LLC
CLIENT/PROJECT LIST

Sexual Harassment Prevention Training
Six Town in CT and five businesses and one non-profit

Classification & Compensation Studies
Over Twenty-five towns in Connecticut and Massachusetts

Risk Management
Develop Risk Management Program & Procedures; Handle Safety Issues and Workers Comp; Serve as Risk Manager Safety Chair during vacancy; Prepare Preferred Provider Network and OSHA Report; Prepare a Safety Manual; Develop Return to Work Program

Human Resources
Town of Granby – Analyze police contracts for negotiations
Town of Tolland – Serve as Human Resource Manager
Town of Cheshire – Handle Personnel Management
Town of Granby – Revise Personnel Polices
Town of Granby – Contract comparison of Town Hall employees
Bristol Resource Recovery Facility – Review Personnel Policies
Hartford Board of Education – Prepare Human Resources Manual
Town of Glastonbury – Market Analysis of 130 position
City of New London – Serve as Human Resource Manager –
Town of Stonington – Administer Clerical Testing with IPMA Packet
Town of Plainville – Serve as Human Resources Manager during vacancy
Bristol Resource Recovery Facility – Health Benefit Study
Town of Glastonbury-Employee Benefits Survey
Town of Vernon – Salary Survey & Affirmative Action Plan Development
Town of Mansfield – Reclassification of various positions
Town of Glastonbury – Comparison of Public Works Job Descriptions & Salaries
Town of South Windsor Police Union – Salary Survey
Town of Enfield Serve as Interim Human Resources Director (7 months)
Town of Weston – Public Works Job Descriptions & Library Director
Town of South Windsor – Staffing comparison for various departments
Town of Weston – Revision of Personnel Policies
Town of Colchester – Serve as HR & RM Consultant for one day a week
Town of Westport – Serve as HR Consultant for 5-15 hours a week (1 year)
Westport Library – Revision of Personnel Policies & Job Descriptions
Town of Wethersfield – Assist with recruitment process for three positions
Town of Stonington – Review and rank and telephone interview for 7 positions
Town of Southbury – Serve as HR Consultant for 6 months with a year extension
Town of Nahant, MA – Revision of Employee Handbook
Town of Portsmouth, RI – All Job Description, Employee Handbook, HR Process
Town of Madison, CT – Manpower Study for four departments

Robert E. Slavin, President of Slavin Management Consultants - BIO

Mr. Slavin is among the best-known and respected professional recruiters in the business. He is a frequent speaker before professional groups, and he has written several articles for professional journals concerning government management. By special invitation, Mr. Slavin assisted the United States Office of Personnel Management to define and set up the Senior Executive Service for the Federal Government

Mr. Slavin began his local government career in 1967. His experience includes twelve years working directly for local governments and it includes seven years as a principal consultant with the government search practice of Korn/Ferry International, the largest private sector search firm in the world. He headed the local government search practices for Mercer/Slavin, Incorporated, Mercer, Slavin & Nevins and Slavin, Nevins and Associates Incorporated. Mr. Slavin now heads the executive search practice for Slavin Management Consultants. Clients include state and local governments, nonprofits and private sector business all over the United States. His experience includes search assignments for the 1984 Los Angeles Olympics' Organizing Committee.

Mr. Slavin's experience and qualifications include organizational analysis, classifications and compensations studies, and assessment centers and human resource's systems studies.

Before being invited to join Korn/Ferry International, Mr. Slavin served as Assistant City Manager/Director of Human Resources for the City of Beverly Hills, California. While at Beverley Hills, Mr. Slavin conducted many executive level recruitment assignments involving nationwide search and placement. Before joining the City of Beverley Hills, Mr. Slavin was the Assistant Personnel Director for the City of San Leandro, California.

Before San Leandro, Mr. Slavin was on the personnel staff of Santa Clara County, California. His assignments included recruitment, classifications and selection for the County's Health Department, Medical Center, Transportation Agency, Sheriff's Office, Superintendent of Schools, fire Marshall, Assessor's Office, Library System and Count Recorder's Office

Mr. Slavin received his Bachelor of Science degree in Political Science from the University of Santa Clara, and has completed the graduate course work for a Master's degree in Public Administration at California State University at Hayward. He is a Certified Professional Consultant of Management by the National Bureau of Certified Consultants.

Member of the following Organizations:

- International City Management Association
- American Society of Public Administration
- International Personnel Management Association
- Public Labor Relations Council

RICHARD M. BROWN **332 Pleasant St. Rumford, RI 02916**
Cell: (860) 235-0373 E-Mail: rmbrown1124@gmail.com

SUMMARY

Expertise in municipal management, including elected and regional officials.

- Operations and Management
- Budget and Financial Operations
- Labor Relations
- Organizational Analysis and Change
- Media Relations
- Homeland Security
- Public Safety
- Customer Service

EMPLOYMENT

Management Consultant 2021-Present
Providing governmental organizations management solutions. Focus on executive search, capacity building, financial management, labor relations, and emergency management.

Town Administrator, Somerset, MA	2015-2021
Management Consultant	2014-2015
Town Administrator, Freetown, MA	2012-2014
FEMA Disaster Assistance Reservist	2011-2012
City Manager: East Providence, RI; New London, CT & Petersburg, VA	1984-2010

EDUCATION

- University of Tennessee, MPA
- University Of Virginia, BA
- Naval Postgraduate School Executive Leader's Program, Certificate
- University of Virginia, Senior Executive Institute, Certificate

PROFESSIONAL AFFILIATIONS

- International City/County Management Association
- Rhode Island City and Town Manager's Association: Past President
- Connecticut City and Town Manager's Association: Past President
- Massachusetts Municipal Manager's Association

RECOGNITIONS AND ACHIEVEMENTS

- ICMA Credentialed Manager – Former Chair & Legacy Leader
- ICMA Governmental Affairs and Policy Committee:
- United States Coast Guard Meritorious Public Service Award
- National Incident Management System: ICS-100, 200, 300, 400,700. IS-800

Georgian F. Lussier – M.S. Organizational Behavior

georgianlussier@gmail.com ~ GeorgianLussier.com ~ 203-589-0392

G. F. Lussier & Associates 1994 - Present

COMPENSATION PROJECTS: Job descriptions, tailored salary surveys, job pricing, salary ranges, competency studies, leadership grids, and career paths.

Human Resources Projects: Organizational capacity studies, development and mentoring programs, performance management and personnel policies and practices, recruitment.

Training Programs: Supervisory skills, sexual harassment, workplace violence, diversity, compliance with labor laws, critical & creative thinking, meeting facilitation, and performance management.

Selected Clients: MUNICIPALITIES: Partnered on compensation projects for the Towns of Branford, Goshen, East Haddam, New Canaan, Old Lyme, Sharon, Southbury, Westbrook, Weston, Westport and Portsmouth, RI. Non-Profits: Adopt-A-Dog, Bridgeport Neighborhood Trust, , Families In Crisis, Inc. and Center for Occupational Development & Education. Manufacturing: numerous Allied Signal sites, ACG, Magna-Tek, Russell-Stanley, Eagle Picher and Reflexite. Technology: Allied Consulting, Curis, Inc. and New England Communications, Inc. Banking & Insurance: People's Bank, Fleet Financial, Washington Mutual, United Healthcare, Trades: Two family businesses and a plumbing supply house. Other industries include Staffing Services, Veterinarian, Food & Beverage and Cemetery Services.

9/09 – 10/10 **New Opportunities, Inc**. Waterbury, CT – **Mgmt. Developmt. Design Coord**. https://www.onlinebanking.pnc.com/alservlet/StatementSummaryServlet#

1/08 – 11/08 **Masonicare, Inc.** Wallingford, CT - **Sr. Director, Retention & Engagement**.

1990 - 1994 **TRAVELERS INSURANCE**, HARTFORD, CT.
DIRECTOR, JOB PRICING & PERFORMANCE MANAGEMENT (Corporate & IT) Responsible for job evaluation and performance appraisal process for 35,000

1976 - 1990 **AETNA LIFE & CASUALTY**, Hartford, Ct. - **Director, HR Development**
Training Manager - Experimental Office Leader -Management Development
Program Coordinator - COMPENSATION ANALYST / MANAGER

Education:

M.S., Organizational Behavior, 1978 - University of Hartford, West Hartford, CT
B.S, English, Teaching Certificate, 1974 - Central Connecticut State University

Speaking Engagements:

Host and Producer, award-winning *MidLIFE Matters* program - WPAA-TV; 2013-present
SPEAKER ON PAY EQUITY - HOSTED BY LABOR ATTORNEYS; 2016
American Compensation Association (now World at Work): Two national conference presentations.

Publications: Co-developed a copyrighted Classification & Compensation System, Municipal Version, 2018 Three publications for women – Amazon.com (2011-2015) Two e-books on growing and retaining talent: Get to the Point Books. com (2011)

Diane M. Fitzpatrick

Wethersfield, CT, 860-559-4046 dimicfitz40@gmail.com

Ms. Fitzpatrick recently retired after 22 years from the State of Connecticut where she served in the departments of the Public Defenders Service, Office of Policy & Management, and the Department of Administrative Services. Her major functions included serving as the Chief Negotiator, Labor Relations Specialist, Human Resources Consultant to six State Agencies (DMHAS, DDS, DSS, DOL, OSC & DEP). She handled Human Resources services and labor relations services for groups of 400 to 7000 employees. Other experience in the State Government included addressing organizational issues, interpretation of collective bargaining agreement, establishing new offices, strategic planning for Human Resources, recruitment, automation of arbitration database, and participated in several classification studies for different groups such as IT, Nursing, Science & Engineering.

Ms. Fitzpatrick has over 30 years of human resources experience and over 35 years of government experience. Ms. Fitzpatrick worked as an Assistant Town Manager for Mansfield, CT and Wethersfield, CT, where she managed human resources as well as other municipal management services. Some of the management services included risk management, employee benefits, budgeting, compensation plans, union negotiations, personnel policies, regionalization project for EMS, development of automation plans, self-insurance plans for workers compensation, etc.

Ms. Fitzpatrick has served in many additional executive roles including Legal Administrator for a Legal firm supervising 5 staff for financial and human resources; Interim Executive Director of Housing Authority for the Town of Wethersfield while managing her Assistant Town Manager duties; and Director of Social Services for the Town of Glastonbury

Ms. Fitzpatrick holds a Masters degree in Public Administration from the University of Hartford and a Masters Degree in Social Work Administration from the University of Connecticut as well as a Bachelor's degree in Social Work from Southern Connecticut State University.

Ms. Fitzpatrick's areas of expertise:

- Human Resources Management
- Compensation & Classification
- Organizational Analysis & Design
- ADA & AA/EEO
- Risk Management
- Data & Cost Analysis
- Labor Relations & Negotiations
- Budget Development & Administration
- HR Management Systems
- Talent Recruitment & Retention
- Employee Benefits
- Investigations of Employee Issues

Professional Awards:

State of Connecticut Outstanding Managerial Performance Awards: 2001, 2006, 2007, 2009 & 2014. DAS Award for Innovation and Customer Service

Thomas C. Gates

Alexandria, VA 703-727-9701 tgatesterp@gmail.com

Mr. Gates recently retired after over 35 years of Municipal Government experience. Before he retired recently, he served as the Deputy Executive Director of the Metropolitan Washington Council of Governments (MWCOG). His duties included directing programs and operations while supporting 23 regional local governments in DC, Northern VA, and Southern MD. His primary duties included strategic planning, operational efficiency and effectiveness, and support of the region's Chief Administrative Officers (City/Town & County Managers). He oversaw the internal services including finance, budgeting, human resources, information technology and procurement. Some of the programs he oversaw included Homeland Security, Public Safety and water related environmental issues.

Before he worked with MWCOG he served as Chief Administrative Officer (CAO) or Deputy CAO for the following municipal governments:

- County Administrator – Roanoke County, VA
- Deputy City Manager and Chief of Staff – City of Alexandria, VA
- Assistant City Manager – City of Alexandria, VA
- Assistant County Administrator – Spartanburg County, SC
- City Administrator – Garden City, GA
- City Administrator – Loris, SC

He also served as a Director of Management and Budget for Greenville, SC, Director of Budget for Spartanburg County, SC and for Montgomery County, MD he served as Senior Management and Budget Analys and Assistant Manager for the Office of Economic Development. Throughout his career he has handled such projects as: development of human resources policies including flexible work environment; addressed organizational compensation plans; worked with municipal budget of over $190 million; community engagement with strategic plan and community survey; organizational development initiatives in the new Office of Performance and Accountability; Economic Development strategies; technology strategic plan.

Mr. Gates holds a Master's degree in Public Administration from Clemson University and University of South Carolina. He has Bachelor's degree from University of Maryland in Government and Politics with a minor in Journalism

Mr. Gates areas of expertise:

- Human Resources Management
- Finance, Budgeting & Procurement
- Strategic Planning
- Talent Recruitment & Retention
- Performance Improvement
- Municipal Executive Management

Professional Services: Board Member – Educational Opportunities for Alexandrians; Board Member – Substance Abuse & Prevention Council of Alexandria; Committee Member – City of Alexandria Budget & Fiscal Affairs Advisory Committee.

W. Lee Palmer, Managing Consultant -BIO

Mr. Palmer is an accomplished leader and administrator with proven expertise in

- Government Administration,
- Human Resources and Business Administration, Labor and Employee Relations, Contract Negotiations and Administration,
- Consulting and Partnering,
- Performance Management, Training and Development, Talent Acquisition, Employee Benefits, Classification and Compensation,
- Policy Development, Strategic and Workforce Planning, Organizational Development,
- Information Technology,
- Financial Management, Payroll, Facilities and Asset Management, Purchasing, Transportation and Food Services.

He has served as a Director of Finance and Director of Human Resources for Municipal Governments and Public-School Districts. Recently he served as Interim HR Advisor to the First Selectperson in Fairfield, CT; Interim Town Manager for Berlin, CT; Interim Town Administrator of Weston, CT; and HR Director for the Town of Mansfield, CT. In the past five years he has served as the Director of Finance and Administration for the Town of New Milford, CT; Director of Human Resources for the Town of Darien, CT and Chief of Human Resources for the Norwalk Public Schools. Before that he served as the Executive Director Human Resources and Information Technology in the Round Lake, IL Public School District and Director of Human Resources for the Plymouth, MN Intermediate School District for nine years.

His early career included twenty-seven years of various positions with the State of Connecticut working as Director of Administration, Human Resources, and Labor Relations for such departments as the Department of Labor and Department of Corrections. He also served as the Deputy Commissioner/Director of Programs and Treatment for the Department of Corrections

Mr. Palmer has a Master's degree in Public Affairs from the University of Connecticut and a Bachelor's degree from Syracuse University Maxwell School of Citizenship. He is licensed in CT and IL as a School Business Manager.

Mr. Palmer works with Randi Frank Consulting and with his own consulting firm called Management Development Consultants, LLC which has been operating since 2009.

Organizations:

- Connecticut Quality Council at Rensselaer
- Connecticut Public Employer Labor Relations Association - (ConnPELRA)
- Society of Human Resources Management – SHRM
- National Public Employer Labor Relations Association – NPELRA

John A. Elsesser
533 Silver Street, Coventry, CT 06238
(860)742-7025 (h) (860)982-6034 (c)
JohnElsesser@gmail.com

TOWN MANAGER, Town of Coventry, CT. (May 88-July 1, 23)
Served as Chief Executive Officer of a community with 12,500 with Operating budget of $43 million dollars and 67 employees. Responsible for all personnel including collective bargaining for four unions; responsible for daily operations including finance and bonding; serves as staff to elected seven-member Town Council; Director of Civil Preparedness.

ASSISTANT TOWN MANAGER, Town of Avon, CT. (12/1985-5/1988). Served as Acting Town Manager. Responsible For: Personnel Administration; Risk management; Purchasing; Data Processing; Assisted in budget and financial operation. Served as Liaison to Water Pollution Control Authority.

ASSISTANT TO TOWN MANAGER, Town of Avon, CT. (12/1983-12/1985)

ADMINISTRATIVE ASSISTANT TO TOWN MANAGER, Town of Wethersfield, CT (August 1981-December 1983)

MANAGEMENT INTERN, Town of Manchester, CT. (January 1981-July 1981)

LECTURER, University of Hartford, West Hartford, CT. 1986
Taught Graduate level courses "Risk Management in Public Agencies", "Loss Control in Public Agencies", "Management Control in Non-Profit Organization".

EDUCATION: **M.P.A.** University of Hartford, Barney School of Business & Public Administration, West Hartford, CT. 06117.
B.A. Political Science Bates College, Lewiston, ME. 04240.

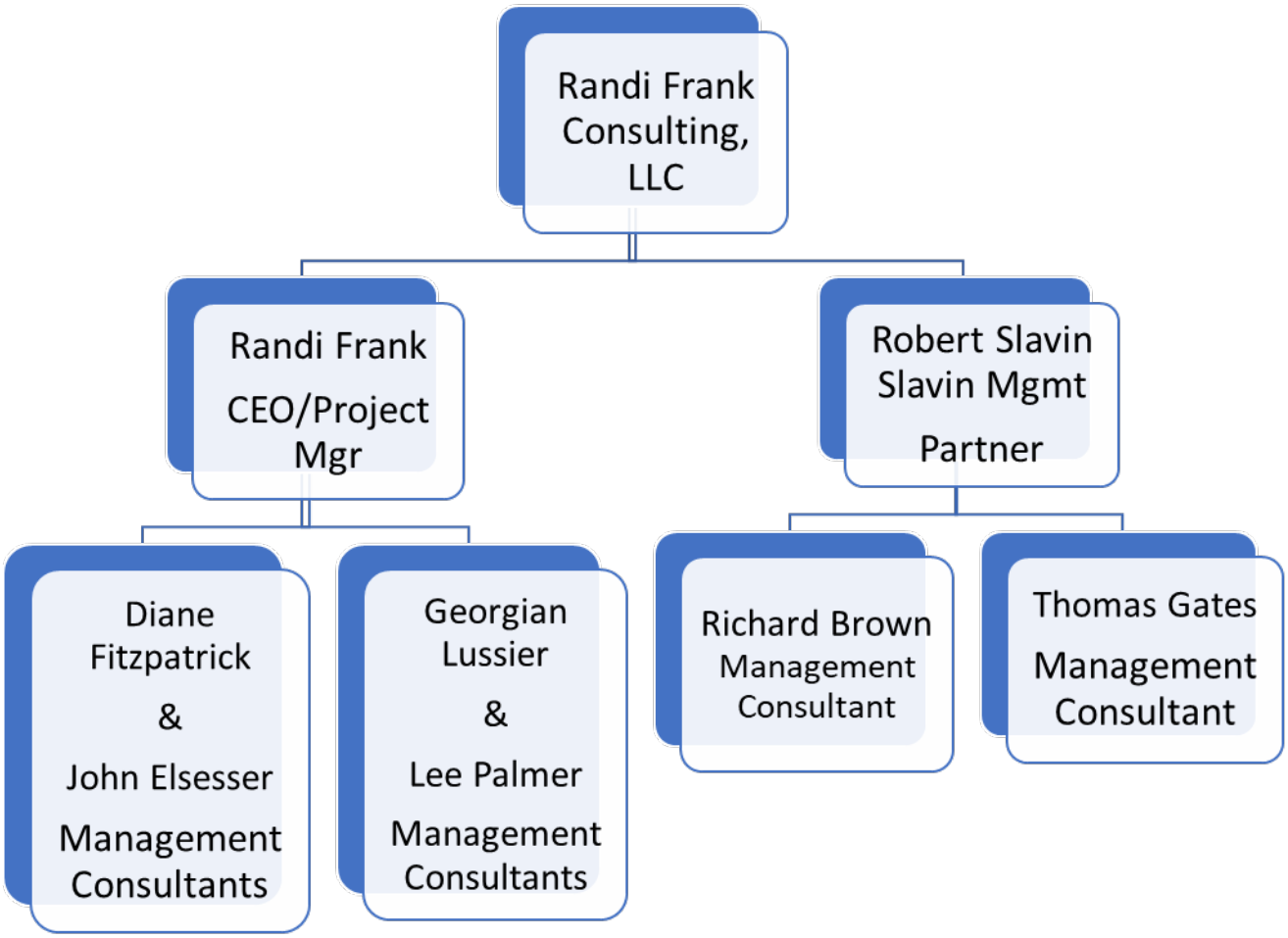
AWARDS:

- CT Sustainability Bronze award (2018) Silver (2021)
- CCM achievement award 2017 for Coventry Village revitalization
- SolSmart Gold (2017)
- ICMA: 40 years of service (Sept. 2021)
- CRCOG Inter-Town Cooperation award (2015)
- COST Town Crier Award 2014
- Secretary of State's 2003 Public Service Award
- Leadership Greater Hartford, (1987).

PROFESSIONAL AFFILIATIONS (sample list):

- International City Management Association 1991- **:** Credentialed Manager 2003 -2021,
- CT. Town and City Management Association (Bd. of Dir. 5 yrs., President 1995), Annual presenter on Tech trends at spring conferences,
- CT. Public Risk Insurance Management Association (President 1984, Executive Board 1985)
- CT. Inter-local Risk Management Agency; Bd. of Dir. (2004-2023) Loss Control Advisory Committee (Chairman 1987), Claims Committee (1999-2015) (Finance/Audit Committee (2015-2023)
- CT. Conference of Municipalities, - Bd. of Dir. (2004 -2023) VP 2018, Municipal Liability & Insurance Committee, Legislative Com., Property tax reform Task Force, Property tax study group.

Randi Frank Consulting, LLC
Organizational Chart



TIMETABLE

TOWN ADMINISTRATOR EXECUTIVE SEARCH-TOWN OF BROOKLYN

The search process normally takes between 60/90-120 days to complete and typically proceeds in the following pattern. The timeline is flexible; we can set up dates for each task once we have been hired to meet your deadline.

	Days				
Steps	1-30	30-45	45-60	60-120	120-360
Develop search process, recruitment profile & advertisement for Town approval	✓				
Community Meetings & Meetings with Staff & Officials, BOS,etc. – Prepare Final Profile	✓				
Identify qualified candidates, Outreach, network, receive and review resumes	✓	✓	✓		
Screen & evaluate prospective candidates		✓	✓		
Status reports via meeting, phone or email	✓	✓	✓	✓	
Progress Report & Meeting about Semi-finalist list		✓	✓		
Submit final report & assist in interviews & selection			✓	✓	
Interviews of Candidates with FS, BOS, Town			✓	✓	
Second round of Interviews with Town – top finalists if needed				✓	✓
Assist & facilitate employment negotiations				✓	✓
Establish evaluation criteria and follow-up if desired (optional – included in fee – only extra cost is travel expenses)					✓

We would suggest starting with stakeholder meetings on site for a few days if possible. Randi Frank can meet elected officials virtually and CT consultants can meet with other Stakeholders on site if requested. If the Town wants a lot more meetings with stakeholders, then the timeline will be longer. If the Town Official don't have time to meet with us, then the timeline will be longer. If we get resumes right away, then the timeline can be shorter. Please remember Ms. Frank and Ms. Lussier have worked with all the Town of Brooklyn job descriptions

Scope of Services -Work Plan and Methodology:

It is our understanding that the Town of Brooklyn is interested in identifying outstanding candidates to fill the position of Town Administrator. We will assist the Town in achieving this objective by:

- Assisting the First Selectman and Board of Selectman, appropriate staff and various stakeholders (boards, commissions, department heads, business community, community groups, citizens, etc.) to produce a comprehensive position profile and reach agreement about the expectations and competencies concerning the ideal candidate. We will conduct one-on-one virtual interviews with each member of the BOS and BOF if requested. Our team will also interview all department heads virtually or in person. We can also conduct citizen community meetings and meet with other board chairs as requested.
- Seeking out and encouraging top-level qualified people to apply who would otherwise be reluctant to respond to advertising.
- Saving the staff and officials considerable time in establishing a position profile. The position profile is presented in a brochure form that can assist in recruiting high quality candidates while promoting the Town of Brooklyn, Connecticut, and the Region. See attached examples of Profiles.
- Reviewing resumes/applications to ensure candidates meet minimum qualifications
- Complying with appropriate personnel regulations and guidelines.
- Independently and objectively assessing the qualifications and suitability of candidates for the position. This is done through various methods including telephone interviews, questionnaires, zoom recorded interviews and one-on-one interviews as desired by the Town of Brooklyn
- Preserving the confidentiality of inquiries to the degree possible under regulations
- Assisting First Selectman and Board of Selectman with the various interview processes (we provide a variety of options for interviews). We will also assist with candidates meeting various stakeholders if desired (we offer different options for these types of meetings also)
- Assisting the Town in reaching a final decision and in negotiating a compensation package with the successful candidate.
- Assisting the First Selectman and Board of Selectman in establishing criteria for evaluating the new Town Administrator's performance.
- Keeping the First Selectman and Board of Selectman, staff contacts and stakeholders as desired closely involved in key decisions and informed.

We recommend a five-step search process as follows:

1. Define job qualifications and requirements for the positions through a "Recruitment Profile"
2. Identify and recruit qualified candidates
3. Evaluate prospective candidates
4. Make recommendations, help with selection & interview process and facilitate employment.
5. Establish evaluation criteria and follow-up.

Each step of this process is described:

1. **Develop Position Profile**

We will meet with the First Selectman and Board of Selectman, staff contacts and stakeholders (such as citizens, businesses, boards, commissions, department heads/Commissioners' various agencies, etc.) as directed to learn the Town 's needs, focus and requirements such as experience, education and training as well as preferred administrative style and personal traits. We gather this information from the appropriate parties listed above through one-on-one interviews, group interviews or focus groups. We can also make available an email for those who can't make the meetings to provide input on the search process. In developing the recruitment profile, we will spend a considerable amount of time at the beginning of the process at the Town facilities to gather additional information about the Town operations and community and to learn the unique challenges of the job and the general environment within which the position functions. We request various copies of information about the Town to assist with the development of the profile and to provide them to potential candidates. We will provide a list once we have started the project. (We can do some of the interviews via zoom or by phone and use the whole team to gather information quickly).

Once we have gained the necessary information, we will prepare a draft recruitment profile and review it with the First Selectman and Board of Selectman and/or staff contacts to arrive at a general agreement regarding the specifications for the position. The final profile will include information about the Town of Brooklyn, the Town Administrator position, region, major issues to be faced by the Town Administrator, ideal characteristics of candidates and the selection criteria established. The profile along with the advertisement will provide the name of the consultant as the contact and place for resumes and letters of interest. Additional profiles can be found on our websites.

2. **Identify Qualified Candidates**

We will rely most heavily on our recruitment efforts through professional organizations and reaching out to similar Cities and the City/Town Management Associations in various states. We also reach out to various affiliate groups within the Municipal Management Community such as: Woman Leading Government (WLG), National Association of County Administrators (NACA), Engaging Local Government Leaders (ELGL), American Society of Public Administrators (ASPA), National Forum of Black Public Administrators (NFBPA), and International Hispanic Network (IHN) as appropriate and as directed by the Town. Our contacts and experience in the field will lead us to promising candidates. In other words, through "networking" we will conduct a professional search for the best-qualified candidates and invite them to apply for the position. We will also contact the City/Town Managers' chapters of the International City/County Management Association-ICMA and other professional associations to find qualified candidates. Ms. Frank is still a member of the KY & CT Town & City Managers Association (CTCMA). Mr. Brown is a member of the MA Managers Association and has contacts in RI. The Town can also advertise with CCM.

Based on discussion with the Town, we will place advertisements in appropriate newspapers (if necessary), web sites, and specialty publications to encourage applicants to apply. We recommend a minimum advertisement with ICMA and some of the groups listed above with the Town 's approval. Randi Frank Consulting and Slavin Management Consultants have a record of at least 25% placements from protected groups. Part of our recruiting efforts include contacting all State ICMA Chapters and other outreach to appropriate groups or candidates. We acknowledge all resumes received and thoroughly screen all potential candidates.

3. Evaluate Prospective Candidates

Preliminary Screening and Progress Report

Criteria for the preliminary screening will be contained in the approved "Recruitment Profile." It may include such items as education, technical knowledge, experience, accomplishments, administrative style, personal traits, etc. Screening of candidates against those criteria will be based on data contained in the resume and other data provided by the candidates and on our knowledge of the organizations in which they work. At this stage, each must meet the minimum qualifications specified in the "Recruitment Profile."

We request that all candidates who meet the minimum qualifications provide us, in writing, with substantial information about their accomplishments and their administrative style. This information is gathered by having top candidates respond to a supplemental questionnaire specific to the Town of Brooklyn. In addition, we will speak by phone/zoom with these qualified candidates to gather additional information that may be relevant to the Town of Brooklyn. We interpret these instruments for the Town and develop a semifinalist candidate list.

We will then meet with the First Selectman and Board of Selectman to provide a progress report on the semifinalist candidate list. These individuals will be top prospects who clearly meet the specifications for the position. With the guidance from the Town of Brooklyn, we will narrow the semifinalist candidate group based on refined criteria. During this meeting we will learn the Town 's expectations concerning the interview process and interview questions that we will write as well as the candidate rating and scoring process which will be included in the final report

We can shorten this process by sharing the semi-finalist list via email and get the First Selectman and Board of Selectman's view on their choice for finalist and move right into to backgrounds, references and additional review of candidates for interviews

4. Selection and Employment

In-depth Screening and Final Report

At this point we will conduct a second telephone interview of those semifinalist candidates whom the Town has the greatest interest in to determine proper "fit" which is as important as technical ability. We assess both. If requested by and with Town 's approval (see cost description), to better assess candidates' administrative style and

interpersonal characteristics, we will personally interview each in his or her present work location. We will closely examine each candidate's experience, qualifications, achievements, administrative style and interpersonal skills in view of the selection criteria and our professional expertise in evaluating the quality of such qualifications, skills and achievements.

We conduct in-depth background checks on those individuals who continue to display their overall suitability for the position. Included are detailed and extensive reference checks, which cover a minimum period of seven to ten years. In conducting these, it is our practice to speak directly to individuals who are now or have been in positions to evaluate the candidate's job performance. We ask each candidate for many references. We then network these references to other people who know the candidate. In this way, we thoroughly evaluate each candidate. These references and evaluations are combined to provide frank and objective appraisals of the top candidates. We can do some of the reference work and google checks for the semi-finalist list also as time permits.

As part of our evaluation/background check process we conduct credit, civil and criminal history and driving record checks in accordance with applicable laws (past 7 years or ten years for CT candidates) and we verify undergraduate or other college degrees. The Third-Party Firm used for backgrounds is up to date with all fair credit reporting regulations for each State (SSC located in CT).

We will then meet with the First Selectman and Board of Selectman, and appropriate staff as required presenting a group of well-qualified finalist candidates for interviews. These final candidates will not be ranked because, at this point, they will all be qualified, and it will then be a matter of chemistry between the candidates and the Town Officials that should produce the final selection decision. We will provide materials for final interviews (including questions) for the First Selectman and Board of Selectman.

Our final report will be presented in a meeting with the First Selectman and BOS. This written report is a comprehensive document. It contains our final list of candidate recommendations; details about the search; summary of all candidates listed (in excel format for quick reference), interview tips and interview questions; sample rating sheets, ranking forms and tabulations sheets; and information about legal vs. illegal inquiries. The report also includes the candidate interview schedule and our recommendation concerning timing, sequencing, location, setting, format for conducting interviews. There are various formats for the interview process that can be offered for the Town 's approval (such as: group meetings, community meetings, staff meetings, meet & greet, one-on-one with elected officials and full First Selectman and Board of Selectman interviews). The report contains comprehensive information about each recommended candidate, an evaluation of the candidate's experience compared with the criteria established by the Town (i.e. responses to questionnaire), a summary of references, comments and background information received to date and a statement from the consultant based on the one-on-one interviews prepared about each finalist candidate if requested. Requested compensation is also provided for each recommended candidate since current compensation questions are no longer allowed.

We will arrange schedules for top candidate interviews with the Town and will coordinate the entire process with appropriate staff. We will have a team member at the interviews to assist with the process.

We will provide information about trends in employment, employment contracts and agreements, relocation expenses, appropriate roles for spouses, receptions, etc. Once a final candidate is selected, we will assist with the employment negotiations if requested.

We will properly handle all media relations. Unless otherwise directed, it is our standard practice to tell all media that we are working with the Town and that any public statement would come from the Town directly. Under no conditions will we release information to the media unless specifically directed by the Town to do so.

Finally, we will notify all unsuccessful candidates who were not recommended for an interview with the Town of the final decision reached. We will also notify unsuccessful candidates who did interviews with the Town.

Randi Frank Consulting, LLC and Slavin Management Consulting are an equal opportunity employer and recruiter and will not discriminate against any employee or applicant for employment because of race, age, religion, creed, color, sex, disability, sexual preference or national origin, in accordance with all appropriate laws.

5. Evaluation Criteria, Follow up and Reporting

Once the new Town Administrator has been on board for 30-90 days or so, we will conduct a session with the Brooklyn First Selectman and Board of Selectman and with the new Town Administrator to establish mutual performance criteria and goals for the position, if desired

We will follow up with the Town and the new Town Administrator during the first year and assist in making any adjustments that may be necessary, if desired

We will keep the First Selectman and Board of Selectmen, and any staff appointed to assist with this project informed and involved in decisions and the search process at all times.

Guarantees & Deliverables:

Guarantees

- We are committed to excellence. We guarantee the highest quality of work and its success in your environment. To accomplish this, we will continue the work until the Town is satisfied with the candidates and a satisfactory candidate is selected and accepts employment
- We guarantee our work and will redo the search if the position is vacated, for any reason, within one year of the employment date of a candidate selected by the Town through our efforts for expenses only, no professional fee payment.

- We will never actively recruit any candidate who we have placed in your organization.

Deliverables:

Deliverables include the recruitment profile (draft and final); the advertisement (draft and final), the progress report (semi-finalist list), the final report with interview tips, interview schedule, interview questions, candidate resumes, candidate questionnaires, any other candidate evaluation materials, candidate background reports, rating sheet, ranking forms, tabulation forms and appropriate/inappropriate questions list; negotiated employment agreement between the Town and selected candidate; and performance evaluation form based on goal setting session if requested; plus regular status reports.

To move quickly we can present some of this material via email rather than a printed document which takes time to print and produce and mail.

PROPOSED COST

Professional Fee –$15,000 –Town of Brooklyn plus expenses

Our fee is based on a set rate schedule and not tied to the annual salary of the position filled. We estimate the hours it will take but will not exceed the set professional fee even if we exceed the estimated hours. Most of the work will be managed by Ms. Frank and we will use other consultants as needed based on their expertise as needed. The full fee provides our services to the Town of Brooklyn until we find an acceptable candidate. If a candidate leaves within a year of appointment by our process, we will not charge another fee only expenses like travel, advertising and backgrounds. We can also do a number of zoom meetings and interviews to save travel costs during the process.

Expenses

Actual expenses that are incurred during the search will be charged in addition to professional fee. Major expenses that will be incurred include consultant travel, advertising, and background checks. These expenses will not exceed 50% of the professional fee ($7,500.00)

This does not include the cost of travel by the candidates to be interviewed by the Town. These costs are paid by the client on a reimbursement basis. These costs are controlled by the client through the client's preapproval of the finalist candidates. Candidate travel costs can vary greatly depending on home location, number of candidates and advance notice to candidates to be in the Town.

Consultant Travel Costs: The client pays direct costs for all necessary consultant travel using coach or, when available, lower air rates, moderately priced hotels (Holiday Inn or equivalent), rental cars. Clients control these costs in the following ways: (1) when appropriate consultants will accomplish multiple purposes when traveling and will allocates cost to multiple clients (2) the client pre-approves all work plans including all consultant travel (3) advance notice of 2 weeks for meetings can reduce air travel costs (4) Ms. Frank does not need a hotel since she has family in CT.

Average Advertising Cost: The client again controls this cost by approving all advertising in advance. The average advertising cost in professional associations is between $1000 and $2000.

Background cost: range from $400-$750 for each candidate

Should the Town 's needs result in additional project scope that significantly increases consultant travel and/or advertising costs, it may be necessary to increase the expense budget for the project. This will only be done with approval and in writing by the client. This may include travel to the candidates' current location if requested.

Invoicing: We will submit monthly invoices for fees and expenses. It is our practice to bill 30% at the start of the search for the professional fee, 30% at the end of thirty days and 30% at the end of sixty days, and the remaining 10% shortly after the new Town Administrator starts employment with the Town of Brooklyn. Expenses will be invoiced separately as needed.

Total Costs

Max Total cost = $15,000 Fee + $2,000 Advertising + $7,500 Expenses= $24,500

Typical Total cost - $15,000 + $1,700 + $5,800 (2-3 trips & backgrounds) =$22,500

Cost without Travel by Ms. Frank or Mr. Slavin (zoom meetings) = $15,000 + 1700 + $2500 (4 backgrounds and local travel of CT Consultants) = $19,200

REFERENCES FOR:
RANDI FRANK CONSULTING, LLC
All Full Executive Searches unless noted

Town of Berlin, CT
Executive Search for Town Manager 2024
Lee Palmer, as Interim Town Manager served as the staff contact for the project
Email palmerwlee@gmail.com 860-989-5617

Town of Darien, CT
Executive Search for Town Administrator 2024
Susan Barksdale, HR Director sbarksdale@darienct.gov (203) 656-7390

Town of Weston, CT
Executive Search for Town Administrator 2023
First Selectwoman, Samantha Nester 203-222-2656 office snestor@westonct.gov

Town of Coventry, CT
Executive Search for Town Manager 2023
Lisa Thomas, Council Chair, Coventry, CT, 860-930-7303 lthomas@coventryct.org

Town of Plainville, CT (pop 17,000)
Executive Search for Town Manager 2022
Stacy Buden, HR Director, 860-558-6362 cell sbuden@plainville-ct.gov

City of Danville (was sub-consultant to Bob Slavin) (Pop 16,700)
Executive Search of City Manager, Human Resources Director & Fire Chief 2020
Steven Dexter, Danville City Attorney – 859-324-5860 dexter@danvillekylaw.com

Brazos River Authority, TX
Executive Search of Engineering Services Manager 2019
Dir. of Human Resources – Monica Wheelis -254-761-3104 MonicaW@brazos.org

City of Stamford (pop-123,000)
Executive Search of Human Resources Director 2019
Past Dir. of Legal Affairs – Kathryn Emmett -203-249-0755-

Town of Granby (pop-12000)
Executive Search of Town Manager 2017
Past First Selectman – Scott Kuhnly – 860-508-4981 scott.kuhnly@gmail.com

Town of Groton (pop-40,000)
Executive Search of Town Manager 2017
Town Manager – John Burt 860-441-6630 jburt@groton-ct.gov

Southeastern Regional Planning & Economic Development District
Executive Search of Executive Director 2016
Executive Director – Jeffrey Walker – 508-824-1367 x 220 jwalker@srpedd.org

Slavin Management Consultants Reference List

James W. Brown
Director of Human Resources and Risk Management
City of Glendale
5850 West Glendale Ave.
Glendale, AZ 85301
(623) 930-2277
City Manager Search (2015 and 2025)
Fire Chief Search (2022)
jwbrown@glendaleaz.com

Chris Clausi
HR Director
City of Spring Hill
199 Town Center Parkway
Spring Hill, TN 37174
(931) 451-0939
City Administrator Search (2025)
cclausi@springhilltn.org

Christopher Schaljo-Hernandez, Chair
Dona Aña County Board of Commissioners
845 N. Motel Blvd.
Las Cruces, NM 88007
(575) 386-6023
County Manager Search (2024)
schaljohernandez@donaanacounty.org

Commissioner Jeff Kinnard
Citrus County County
110 N. Apopka Ave. Room 100
Inverness, FL 34450
(352) 341-6560
County Manager Search (2022)
Jeff.kinnard@citrusbocc.com

Mayor Kevin McCann
City of Winter Springs
1126 East State Road 434
Winter Springs, FL 32708
(404) 327-5956
City Manager Search (2024)
kmccann@winterspringsfl.org

Guadalupe Ruiz
Director of Human Resources
City of Corinth
3300 Corinth Parkway
Corinth, TX 76208
(940) 498-7573
City Manager Search (2022)
guadalipe.ruiz@cityofcorinth.com

Mayor David Rutledge
City of Bridge City
City Hall
260 Rachal Avenue
Bridge City, Texas 77611
(409) 988-3889
City Manager Search (2023)
drutledge53@gmail.com

Stephanie Gaspard
Director of Human Resources
City of Groves
3947 Lincoln Ave,
Groves, Texas 77619
(409) 960-5779
City Manager Search (Current)
sgaspard@cigrovestx.com

EXHIBIT A

Slavin Management Consultants Sample Client List & Affirmative Action/Woman & Minority Placements

Slavin Management Consultants Selected Client List

The following list of clients, present organizations for which our principal Consultants performed significant project work. This client list spans some twenty years of experience of SMC consultants. Therefore, many of these clients' project contacts have moved to other agencies or, in the case of elected officials, may not hold office today.

Please contact SMC if you desire to speak with the individuals who were our project contacts. We will gladly give you the project contact's current telephone number and/or address.

Adams County School District #14, Commerce City, Colorado
Alameda County, California
Alameda-Contra Costa Transit District, Oakland, California
American Public Works Association
Arapahoe County, Colorado
Arrowhead Regional Development, Duluth, Minnesota
Association of County Commissioners Georgia
Bay Area Rapid Transit District, Oakland, California
Beaufort County, South Carolina
Birmingham Public Library, Alabama
Borough of Bergenfield, New Jersey
Brown County, Wisconsin
Broward County, Florida
Buffalo County, Nebraska
California Housing Finance Agency
California State Government
Central Arkansas Library System
CDC Federal Credit Union, Atlanta, Georgia
Chaffee County, Colorado
Chesterfield County, Virginia
Children's Board of Hillsborough County, Florida
City of Aiken, South Carolina
City of Albany, Georgia
City of Alpharetta, Georgia
City of Anaheim, California
City of Ann Arbor, Michigan
City of Arlington, Texas
City of Atlanta, Georgia
City of Atlantic Beach, Florida
City of Auburn, Maine
City of Aurora, Colorado
City of Austin, Texas
City of Bartelsville, Oklahoma
City of Bentonville, Arkansas
City of Berkeley, California
City of Beverly Hills, California
City of Birmingham, Alabama
City of Bisbee, Arizona
City of Bloomington, Illinois
City of Brea, California
City of Boynton Beach, Florida
City of Brownsville, Texas
City of Bryan, Texas
City of Burbank, California
City of Camarillo, California
City of Carson, California
City of Casper, Wyoming
City of Charlotte, North Carolina
City of Chesapeake, Virginia
City of Clearwater, Florida
City of Columbia, Missouri
City of Columbus, Georgia
City of Concord, New Hampshire
City of Corpus Christi, Texas
City of Corta Madera, California
City of Culver City, California
City of Dallas, Texas
City of Davenport, Iowa
City of Decatur, Georgia
City of Decatur, Illinois
City of Del Ray Beach, Florida
City of Del Rio, Texas
City of Denton, Texas
City of Destin, Florida
City of Dothan, Alabama
City of Dubuque, Iowa
City of Duluth, Georgia
City of Durham, North Carolina
City of Eagle Pass, Texas
City of Edmond, Oklahoma
City of Elgin, Illinois
City of Enfield, Connecticut
City of Escondido, California
City of Evanston, Illinois
City of Fort Lauderdale, Florida
City of Franklin, Virginia
City of Gainesville, Florida
City of Gainesville, Georgia
City of Galesburg, Illinois
City of Garden City, New York
City of Glendale, Arizona
City of Grand Rapids, Michigan
City of Greensboro, North Carolina
City of Gulfport, Florida
City of Hemet, California

Slavin Management Consultants Selected Client List (cont)

City of Hercules, California
City of Highland Park, Illinois
City of Hollywood, Florida
City of Homestead, Florida
City of Huntington Beach, California
City of Independence, Missouri
City of Jacksonville Beach, Florida
City of Kalamazoo, Michigan
City of Kansas City, Missouri
City of Lakewood, Colorado
City of Lapeer, Michigan
City of Laramie, Wyoming
City of Laredo, Texas
City of Lenexa, Kansas
City of Liberty, Missouri
City of Little Rock, Arkansas
City of Long Beach, California
City of Los Angeles, California
City of Manassas, Virginia
City of Miami Beach, Florida
City of Milwaukie, Oregon
City of Minneapolis, Minnesota
City of Miramar, Florida
City of Modesto, California
City of Muscatine, Iowa
City of New Smyrna Beach, Florida
City of Norfolk, Virginia
City of Norman, Oklahoma
City of North Las Vegas, Nevada
City of North Miami Beach, Florida
City of Northglenn, Colorado
City of OBrooklyn, Ohio
City of Ocean City, Maryland
City of Oceanside, California
City of Olathe, Kansas
City of Oklahoma City, Oklahoma
City of Oxnard, California
City of Palm Bay, Florida
City of Palm Beach Gardens, Florida
City of Palo Alto, California
City of Panama City, Florida
City of Park Ridge, Illinois
City of Pasadena, California
City of Peoria, Illinois
City of Phoenix, Arizona
City of Pittsburg, Kansas
City of Pompano Beach, Florida
City of Portage, Michigan
City of Pueblo, Colorado
City of Richmond, California
City of Richmond, Virginia
City of Riverside, California
City of Riverview, Michigan
City of Roanoke, Virginia
City of Rockville, Maryland
City of Sacramento, California
City of St. Louis Park, Minnesota
City of Salem, Oregon
City of San Diego, California
City of San Fernando, California
City and County of San Francisco, California
City of San Jose, California
City of San Juan Capistrano, California
City of Sandersville, Georgia
City of Santa Ana, California
City of Santa Monica, California
City of Sarasota, Florida
City of Shaker Heights, Ohio
City of Simi Valley, California
City of Sioux City, Iowa
City of Springfield, Missouri
City of Sunnyvale, California
City of Sunrise, Florida
City of Takoma Park, Maryland
City of Titusville, Florida
City of Thornton, Colorado
City of Traverse City, Michigan
City of Topeka, Kansas
City of Turlock, California
City of Upper Arlington, Ohio
City of Valdez, Alaska
City of Virginia Beach, Virginia
City of Waco, Texas
City of Washington, Illinois
City of West Des Moines, Iowa
City of West Hartford, Connecticut
City of West Hollywood, California
City of West Palm Beach, Florida
City of Wichita, Kansas
City of Winston-Salem, North Carolina
City of Winter Park, Florida
City of Worthington, Minnesota
City of Ypsilanti, Michigan
Chesterfield County, Virginia
Clark County, Nevada
Cobb County, Georgia
Columbia Development Corporation, South Carolina
Columbus Water Works, Georgia
Dade County, Florida
Dallas Area Rapid Transit District, Dallas, Texas
Dallas Independent School District, Texas
District of Columbia
Eagle County, Colorado
East Brunswick Township, New Jersey
Escambia County, Florida
Fairfax County, Virginia
Forsyth County, Georgia
Fremont County, Colorado
Fresno County, California

Slavin Management Consultants
Affirmative Action/Equal Employment Opportunity Policy

Slavin Management Consultants (SMC) is committed to building a diverse workforce which reflects the face of the community we serve, honors and respects the differences and abilities of all our employees and residents, and provides employees with the necessary opportunities, tools, and support to achieve their maximum potential.

Equitably managing a diverse workforce is at the heart of equal opportunity. Valuing diversity is the basis for a policy of inclusion. Diversity recognizes and respects the multitude of differences which employees bring to the workplace. Diversity complements organizational values that stress teamwork, leadership, empowerment, and quality service. Diversity means striving to maintain an environment in which managers value the differences in their employees and take steps to ensure that all employees know they are welcome.

To achieve workplace equity and inclusion, SMC will observe the practices outlined below:

- We will ensure that we do not discriminate in employment on the basis of race, color, religion, national origin, sex, age, disability, marital status, sexual orientation, creed, ancestry, medical condition, or political ideology.

- Our recruiting efforts will ensure that applicant pools are both capable and diverse.

- We will make employment decisions based on job-related criteria and will provide opportunities for entry and promotion into non-traditional jobs.

- We will ensure a workplace free of all forms of harassment.

- We will develop a procedure for prompt, thorough, and impartial investigations of discrimination or harassment complaints and will act on appropriate measures to provide remedy or relief to individuals who have been victims of illegal discrimination or harassment.

Measures to ensure accountability for managing diversity will be incorporated into the performance management system for supervisors and managers. The chief executive officer will evaluate the effectiveness of our diversity policies and programs.

By creating a workplace where everyone can work towards their maximum potential, SMC will retain quality, productive employees who will provide excellent services to our clients.

Slavin Management Consultants
Minority and Women Placements

Client	Position	African-American	Woman	Latino
ALACHUA COUNTY, FL	COUNTY ADMINISTRATOR			X
ASPEN, CO	CITY MANAGER		X	
AUSTIN, TX	CITY MANAGER POLICE CHIEF		X	 X
BERKELEY, CA	CITY MANAGER PUBLIC WORKS DIRECTOR	X		 X
BEVERLY HILLS, CA	SANITATION DIRECTOR LIBRARY DIRECTOR	X	 X	
BOCA RATON, FL	CITY MANAGER ASST. CITY MANAGER		X X	
BRYAN, TX	MUNICPAL COURT JUDGE CITY MANAGER		X X	
CAMARILLO, CA	CITY CLERK		X	
CARSON, CA	PLANNING DIRECTOR		X	
CHAPEL HILL, NC	TRANSPORTATION DIRECTOR HUMAN RESOURCE DIRECTOR		X X	
CENTRAL CITY ASSN. OF THE CITY OF LOS ANGELES (CA)	DIRECTOR OF SECURITY	X		
CHARLOTTE, NC	NEIGHBORHOOD SERVICES DIRECTOR	X		
COLUMBIA, MO	POLICE CHIEF	X		
CULVER CITY, CA	FINANCE DIRECTOR			X
DALLAS INDEPENDENT SCHOOL DISTRICT (TX)	CHIEF FINANCIAL OFFICER	X		
DALLAS, TX	CITY ATTORNEY		X	
DURHAM, NC	CITY MANAGER POLICE CHIEF PUBLIC WORKS DIRECTOR CITY MANAGER (#2)	X X	 X X X	
ESCONDIDO, CA	CIVIC CENTER CONSTRUCTION MGR		X	
FRESNO, CA (PIC)	EXECUTIVE DIRECTOR	X		
GREENBELT HOMES, INC. (MARYLAND)	EXECUTIVE DIRECTOR		X	
HAMILTON COUNTY, OH	JOBS AND FAMILY SERVICES DIRECTOR		X	

Slavin Management Consultants
Minority and Women Placements

Client	Position	African-American	Woman	Latino
HILLBOROUGH COUNTY (FL) CHILDREN'S BOARD	EXECUTIVE DIRECTOR		X	
JUPITER, FL	ASST. TO THE CITY MANAGER PUBLIC WORKS DIRECTOR		X	 X
KALAMAZOO, MI	CITY MANAGER ASSISTANT CITY MANAGER		X X	
LAKE COUNTY, FL	COUNTY ATTORNEY		X	
LAKE COUNTY, IL	PURCHASING DIRECTOR		X	
LEE COUNTY, IL	COUNTY ADMINISTRATOR HUMAN RESOURCES DIR.	 X	X	
LINCOLN ROAD DEVELOPMENT CORP.	EXECUTIVE DIRECTOR		X	
LONG BEACH, CA	POLICE CHIEF	X		
LONG BEACH, CA	EXECUTIVE DIRECTOR, CIVIL SERVICE COMMISSION		X	
LOS ANGELES, COMMUNITY REDEVELOPMENT AGENCY	SR. PROJECT MANAGER PROJECT MANAGER PROJECT MANAGER	X X	X	 X
LOS ANGELES COUNTY (CA) HEALTH SYSTEMS AGENCY	EXECUTIVE DIRECTOR DEPUTY EXEC. DIRECTOR	X	X	 X
LOS ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH	PUBLIC HEALTH DIRECTOR	X		
LOS ANGELES OLYMPICS ORGANIZING COMMITTEE	HUMAN RESOURCES DIRECTOR DIRECTOR OF REVENUES	X	X X	
METROZOO (MIAMI, FL)	DIRECTOR OF MARKETING		X	
MEMPHIS (TN) HOUSING	EXECUTIVE DIRECTOR	X		
MIAMI (FL) OFF-STREET PARKING SYSTEM	FINANCE DIRECTOR			X
MIAMI VALLEY REGIONAL TRANSIT AUTH. (DAYTON, OH)	EXECUTIVE DIRECTOR	X	X	
MIRAMAR, FL	CITY MANAGER		X	
MONTEREY COUNTY, CA	HOSPITAL ADMINISTRATOR	X		
NOAH DEVELOPMENT CORPORATION	EXECUTIVE DIRECTOR	X		

Slavin Management Consultants
Minority and Women Placements

Client	Position	African-American	Woman	Latino
NORFOLK, VA	HUMAN RESOURCES DIRECTOR	X		
	SR. ENGINEER		X	
NORFOLK, VA	SOCIAL SERVICES DIRECTOR	X		
OCALA (FL) PUBLIC HOUSING AUTHORITY	EXECUTIVE DIRECTOR	X		
OBROOKLYN, OH	CITY MANAGER		X	
ORMOND BEACH, FL	CITY MANAGER	X		
OKLAHOMA CITY, OK	CITY MANAGER	X		
PALM BAY, FL	HUMAN RESOURCES DIRECTOR		X	
PALM BEACH COUNTY, FL	ASSISTANT COUNTY ADMINISTRATOR		X	
PALM BEACH COUNTY (FL) CHILDREN'S SERVICES BOARD	EXECUTIVE DIRECTOR		X	
PALM BEACH COUNTY (FL) HEALTH CARE DISTRICT	EXECUTIVE DIRECTOR		X	
PALM BEACH GARDENS, FL	CITY MANAGER		X	
	CITY MANAGER			X
PALO ALTO, CA	CITY ATTORNEY		X	
PEORIA (IL) PUBLIC HOUSING AUTHORITY	EXECUTIVE DIRECTOR	X		
PRINCE WILLIAM COUNTY, VA	FIRE CHIEF		X	
RICHMOND, VA	CITY MANAGER	X		
	DIRECTOR OF PUBLIC HEALTH	X		
ROANOKE, VA	POLICE CHIEF	X		
	ECONOMIC DEVELOPMENT DIR		X	
	ASST. CITY MANAGER	X	X	
	DIR. OF HUMAN SERVICES		X	
ROCKVILLE, MD	ASST. CITY MANAGER		X	
SACRAMENTO, CA	HUMAN RESOURCES DIR.	X	X	
SAGINAW, MI	POLICE CHIEF			X
SAN DIEGO, CA	CITY MANAGER	X		
SAN FRANCISCO, CA	ASST. CITY ADMINISTRATOR		X	
SAN JOSE, CA	POLICE CHIEF	X		

Slavin Management Consultants
Minority and Women Placements

Client	Position	African-American	Woman	Latino
SANTA MONICA, CA	DEPUTY CITY MANAGER		X	
SARASOTA, FL	HUMAN RESOURCES DIRECTOR	X		
SARASOTA COUNTY, FL	DEPUTY COUNTY ADMINISTRATOR	X		
SHAKER HEIGHTS, OH	CITY ADMINISTRATOR		X	
SUNNYVALE, CA	PUBLIC INFORMATION OFFICER CITY CLERK		X X	
TAKOMA PARK, MD	CITY MANAGER RECREATION DIRECTOR HOUSING AND COMMUNITY DEVELOPMENT DIRECTOR PUBLIC WORKS DIRECTOR	 X X	X X X	
THORNTON, CO	PUBLIC INFORMATION OFFICER		X	
VIRGINIA BEACH, VA	HUMAN RESOURCES DIRECTOR	X		
VOLUSIA COUNTY, FL	COUNTY MANAGER		X	
WACO, TX	DEPUTY CITY MANAGER EX. DIR. – SUPPORT SERV. ASST. CITY MANAGER DIRECTOR OF FACILITIES	 X X	X	 X
THE WEINGART CENTER (LOS ANGELES)	EXECUTIVE DIRECTOR		X	
WEST COVINA, CA	PLANNING DIRECTOR	X	X	
WEST MIFFLIN, PA	TOWN ADMINISTRATOR		X	
WICHITA, KS	HUMAN RESOURCES DIR COMMUNITY SERVICES DIR COMMUNICATIONS DIR DIRECTOR OF LIBRARIES HOUSING & DEV. DIRECTOR CITY MANAGER	X X X X	X X X X X	
YPSILANTI, MI	CITY MANAGER	X		
ZOOLOGICAL SOCIETY OF FLORIDA (DADE COUNTY)	EXECUTIVE DIRECTOR			X

Slavin Management Consultants
Minority and Women Placements
(Recent Placements)

Client	Position	African-American	Woman	Latino
ALBANY, GA	CITY MANAGER POLICE CHIEF ASSISTANT CITY MANAGER HUMAN RESOUCE DIRECT	X X X X		
BRANSON, MO	FINANCE DIRECTOR		X	
BROWARD COUNTY, FL	ASSISTANT DIRECTOR OF EQUAL EMPLOYMENT	X	X	
DECATUR, GA	CHIEF OF POLICE	X		
DISTRICT OF COLUMBIA	EXECUTIVE DIRECTOR ALCOHOLIC BEVERAGE REGULATIONS COMMISSION		X	
ESCAMBIA COUNTY, FL	ASSISTANT COUNTY ADMINISTRATOR	X		
EVANSTON, IL	CITY MANAGER		X	
FORT LAUDERDALE, FL	FIRE CHIEF	X		
FORT MYERS, FL	CITY MANAGER	X		
GAINSVILLE, FL	EQUAL EMPLOYMENT DIRECTOR	X		
GLASTONBURY, CT	HUMAN RESOUCE DIRECTOR	X	X	
GREENSBORO, NC	ASSISTANT CITY MANAGER	X		
HOLLYWOOD, FL	CITY MANAGER	X		
LA PLATA COUNTY, CO	HUMAN SERVICES DIRECTOR		X	
RICHMOND, CA	CITY MANAGER	X		
SELMA, AL	POLICE CHIEF	X		
STRATFORD, CT	HUMAN RESOUCES DIRECTOR		X	
TOPEKA, KS	CITY MANAGER	X		
VALDOSTA, GA	ASSISTANT PUBLIC WORKS DIRECTOR		X	
VENICE, FL	POLICE CHIEF		X	
VIRGINIA BEACH PARK TRUST (FL)	EXECUTIVE DIRECTOR	X		
WAKE COUNTY, NC	HUMAN SERVICE DIRECTOR			X
WEST PALM BEACH, FL	ASSISTANT CITY ADMINISTRATOR	X	X	

EXHIBIT B

SAMPLE PROFILES

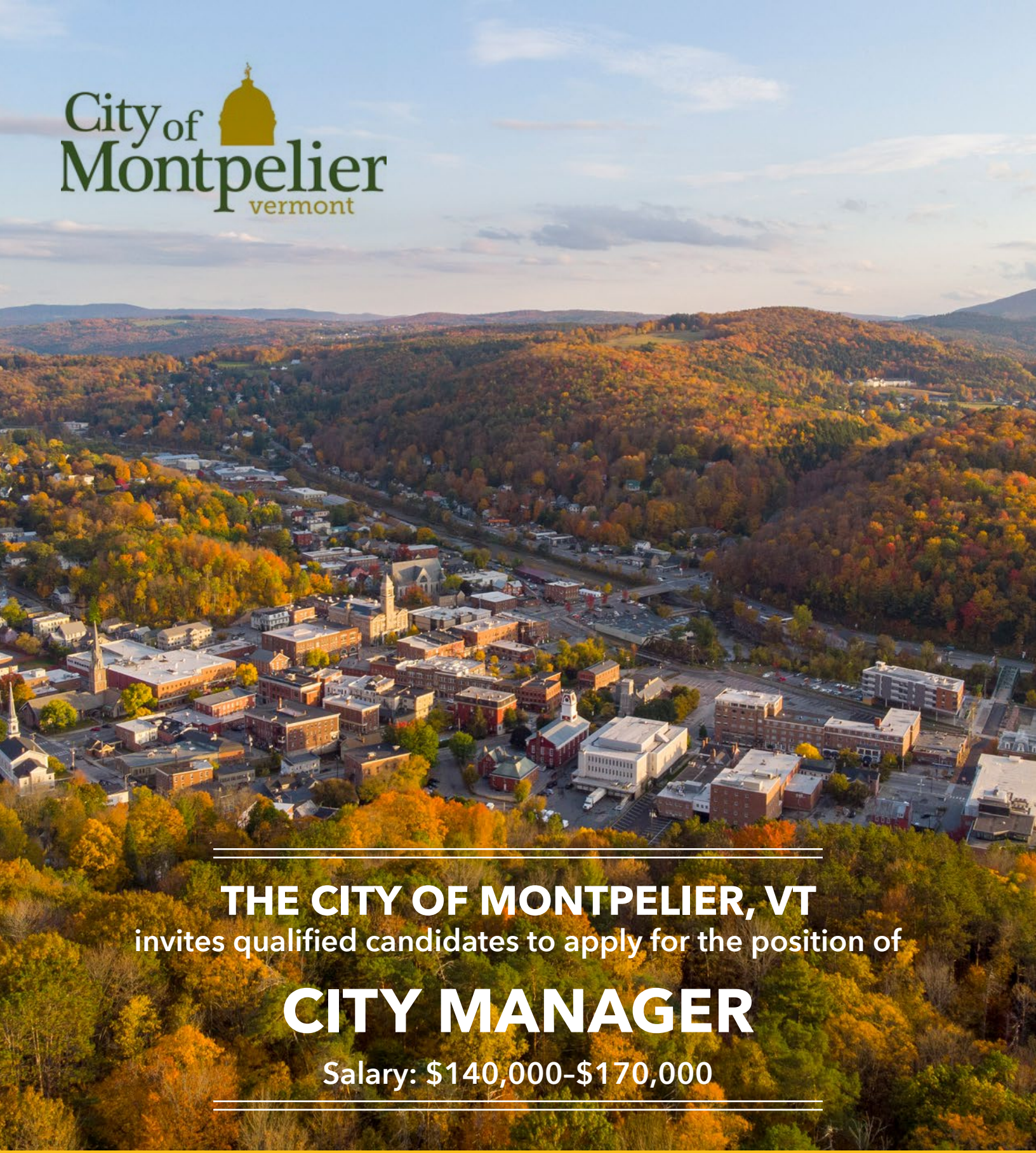
Darien, CT – Town Administrator
Coventry, CT Town Manager
Berlin, CT Town Manager

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Insurance Certificate Available Upon Request

Additional Profiles are available on Website

City of Montpelier
vermont



THE CITY OF MONTPELIER, VT

invites qualified candidates to apply for the position of

CITY MANAGER

Salary: $140,000–$170,000

PRACADEMIC
PARTNERS

About the City of Montpelier





The smallest state capital with the biggest sense of community.

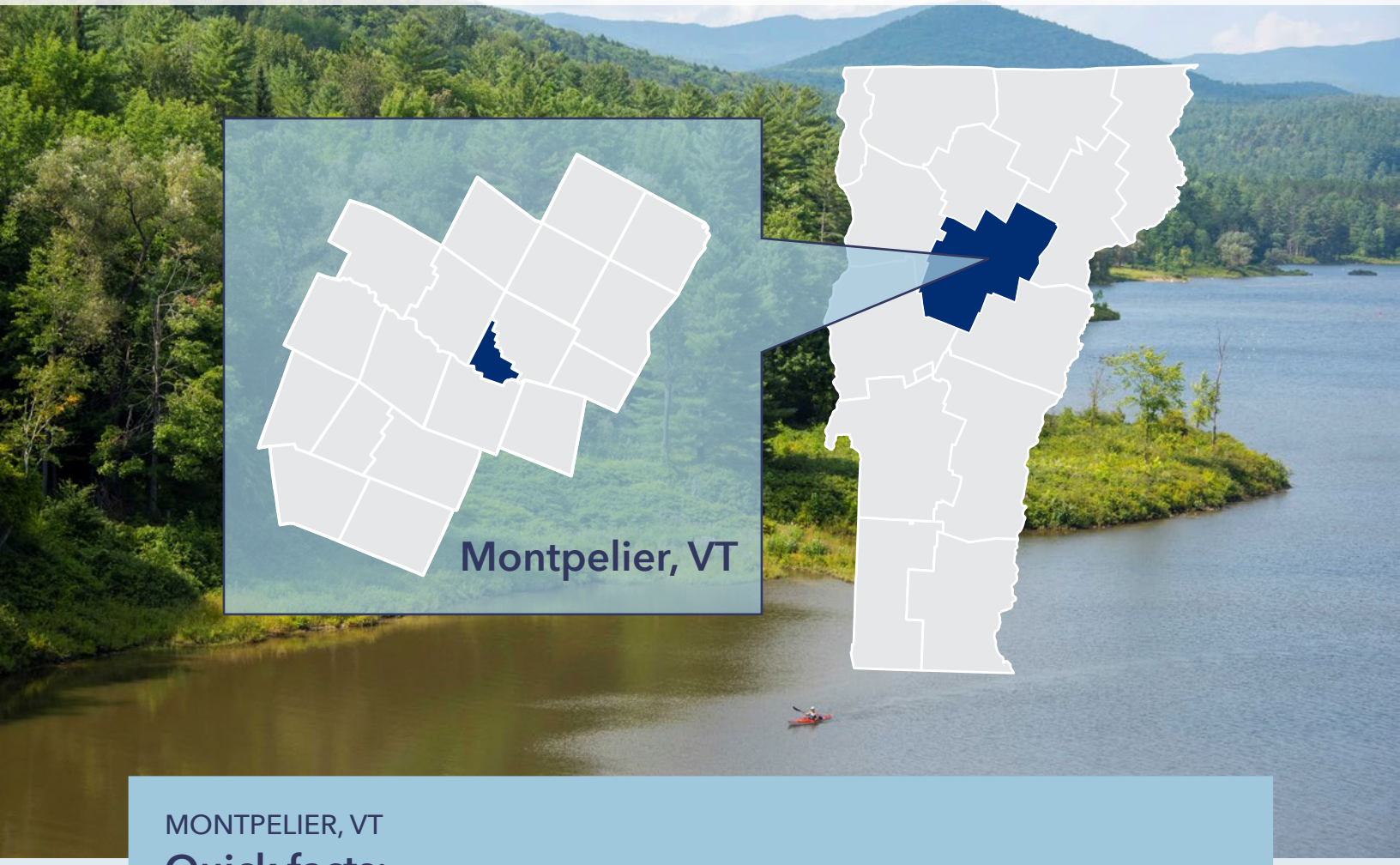
Nestled in the heart of the Green Mountains, Montpelier is more than just Vermont's capital - it's a vibrant community where history, natural beauty, and progressive values come together to create a uniquely enriching place to live and work. With a population close to 8,000 residents, Montpelier holds the title of the smallest state capital in the U.S., offering the rare combination of small-town intimacy and big-picture impact.

Steeped in New England history, Montpelier's downtown showcases beautifully preserved 19th-century architecture, a thriving arts scene, and an unmistakable sense of civic pride. Stroll through its walkable streets and you'll discover local shops, art galleries, independent bookstores, and an array of farm-to-table restaurants and cafes. The golden dome of the Vermont State House stands as a proud symbol of civic engagement, while the City's inclusive spirit fosters a welcoming atmosphere.

Nature lovers will find themselves at home in Montpelier, where outdoor adventure for all seasons is just minutes away. Hike or snowshoe the wooded trails of Hubbard Park, home to a century-old stone tower with panoramic views, or enjoy kayaking and excellent fishing on the Winooski River that winds through town. Each season offers its own charm, from vibrant autumn foliage and winter wonderlands to blooming spring gardens and sunny summer festivals.

Life in Montpelier strikes a refreshing balance. Residents enjoy excellent public schools, a low crime rate, and strong community ties while being just a short drive from larger cities like Burlington or Boston. The city also boasts a culture of sustainability and innovation, reflected in its commitment to clean energy, walkable infrastructure, and local food systems.

Whether you're starting your career, raising a family, or seeking a meaningful change, Montpelier offers so much more than just a job. Join a community where your work makes a difference, your neighbors know your name, and every day is framed by the stunning backdrop of Vermont's natural beauty.



MONTPELIER, VT

Quick facts:

- **City Population:** Approximately 8,000 residents, making it the smallest state capital in the United States
- **Location:** Situated in Washington County, Montpelier is at the confluence of the Winooski and North Branch Rivers, nestled among the picturesque Green Mountains.
- **City Government Structure:** Mayor, City Manager, City Council members
- **City Government:** Approximately 100 employees working within nine departments – The City manager will supervise 12 full-time employees.
- **Annual City Budget:** ~ $23 million
- **Median Household Income:** ~$71,000
- **Education:** Local school districts, private institutions, Community College of Vermont, Norwich University, Vermont College of Fine Arts, Vermont State University System has campuses nearby.
- **Largest Employers:** Vermont State Government System, Cabot Creamery Co-Operative, Central Vermont Medical Center, National Life Group.
- **Notable Attractions:** Vermont State House, Hubbard Park, Vermont History Museum, Ben and Jerry's, numerous ski resorts, parks, and outdoor recreational facilities are within a short driving distance.

The Ideal Candidate







Leadership is more than a job—it's a chance to shape this community's future.

Montpelier is seeking a dynamic, community-focused leader with executive-level municipal experience and a deep understanding of the history, culture, and innovation that define America's Small Town Capital. The City Manager will have a proven track record in leading complex organizations, fostering transparency, building consensus, and delivering high-quality municipal services with integrity and foresight.

This leader will bring expertise in municipal governance—including finance, personnel, public safety, infrastructure, and community development—and be adept at managing multimillion-dollar budgets, negotiating collective bargaining agreements, and driving operational excellence. As an advisor to the City Council, they will translate vision into action with professionalism, responsiveness, and sound judgment.

The ideal candidate will lead with emotional intelligence, humility, and confidence—engaging openly with employees, residents, businesses, nonprofits, and state and regional partners. They will champion diversity, equity, and inclusion across the organization and foster a positive, collaborative workplace culture.

Living and working in Montpelier means being immersed in a walkable, arts-rich, civically engaged community surrounded by Vermont's natural beauty. The successful candidate will be as passionate about building lasting community relationships as they are about leading a high-performing city government—making a tangible, lasting impact in one of New England's most vibrant and livable cities.



Key Competencies and Characteristics

Montpelier's next City Manager will be more than an administrator–they will be a visionary leader, a skilled communicator, and a trusted partner to the community. These key competencies and personal qualities will equip them to inspire staff, build strong relationships, and turn the City's ambitious goals into meaningful results.

Leadership and Organizational Management

A collaborative, strategic leader with experience guiding high-performing teams in municipal settings. Fosters accountability, inclusivity, and service excellence, aligning staff and resources with City Council goals. Strong interpersonal skills, emotional intelligence, and the ability to mentor, motivate, and unify staff are essential.

Public Budgeting and Fiscal Stewardship

Comprehensive understanding of municipal finance, including the development and oversight of operating and capital budgets, capital planning, cost control, and grant administration. Ensures transparency, accuracy, and long-term fiscal sustainability.

Innovation and Problem-Solving

Brings an entrepreneurial mindset to municipal leadership, embracing creative thinking, calculated risks, and inventive solutions to complex challenges. Encourages innovation within city operations, supports local business growth, and pursues partnerships that expand resources and promote economic and community resilience.

Collaborative Partnership-Building

Skilled at forging strong, trust-based relationships with City Council, staff, residents, local businesses, nonprofits, and regional/state leaders. Practices a facilitative leadership style that values diverse perspectives and aligns stakeholders around shared goals.

Ethics and Transparency

Demonstrates the highest ethical standards, integrity, and fairness in all decisions. Builds public trust through consistent policy enforcement, open communication, and a visible commitment to equity and legal compliance.

Public Communication

As the public face of the City, the City Manager communicates clearly and confidently in public meetings, media interactions, and community events. They must be skilled in public speaking and media engagement, able to translate complex issues into accessible language that builds understanding and trust. Strong, transparent communication is essential to fostering confidence, managing expectations, and supporting open government.

Diversity, Equity, and Inclusion

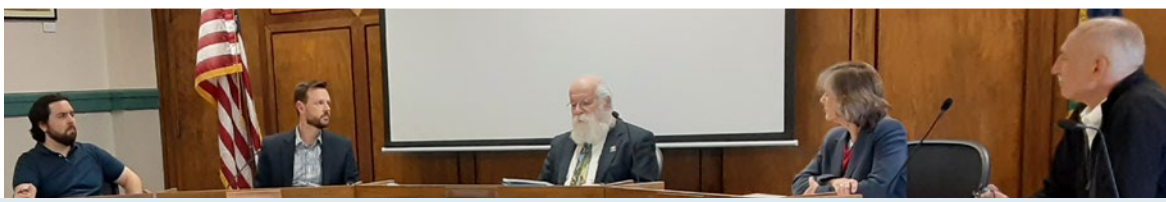
The City Manager will champion equity and belonging, ensuring City policies, services, and workplace culture are inclusive, fair, and reflective of the community's diverse voices.









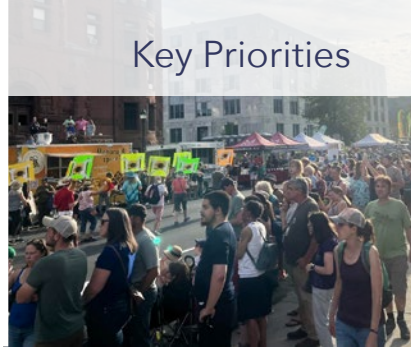


Key Priorities







As Montpelier looks to the future, the next City Manager will play a vital role in guiding the community through both ongoing challenges and exciting opportunities. City Councilors, staff, and residents are seeking a leader who brings vision, collaboration, and a commitment to sustainable and practical progress. The following key priorities reflect the community's shared aspirations for a thriving, inclusive, and resilient capital city and outline the focus areas where the City Manager's leadership will be most impactful.

DOWNTOWN REVITALIZATION & ECONOMIC DEVELOPMENT

Lead efforts to reinvigorate Montpelier's downtown by supporting small businesses, attracting investment, encouraging creative reuse of space, and boosting foot traffic. Diversify the economy beyond tourism and government while maintaining the City's vibrant character.

TOURISM & CULTURAL VITALITY

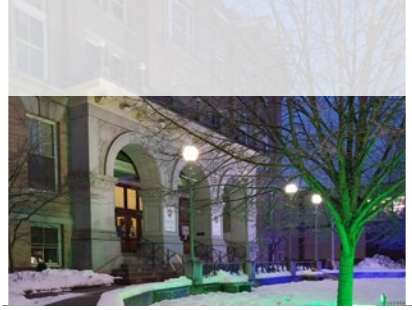
Collaborate with Montpelier Alive and local partners to enhance the city's appeal as a year-round destination, celebrating its arts scene, cultural institutions, and natural beauty. Leverage tourism to strengthen economic growth and community pride.

HOUSING ACCESS & AFFORDABILITY

Tackle the housing shortage by expanding diverse, affordable options. Develop incentive-based strategies for mixed-use and infill development, and partner with developers and nonprofits to deliver results.

COMMUNITY SAFETY & WELL-BEING

Promote policies and services that enhance health, safety, and quality of life for all residents. Strengthen community trust, equity, and access to resources, while supporting first responders and public health initiatives.



CLIMATE RESILIENCE & INFRASTRUCTURE

Modernize aging infrastructure with investments in water, sewer, stormwater, and flood mitigation systems. Integrate climate-resilient practices into all planning and capital projects.

FINANCIAL & ORGANIZATIONAL STRENGTH

Ensure fiscal health through sound budgeting, operational efficiency, and long-term planning. Modernize systems, streamline workflows, and embrace data-driven decision-making.

STAFF DEVELOPMENT & CAPACITY

Align staffing and resources with community needs. Provide professional development, update job roles, and create a culture of recognition and morale-building.

ENGAGEMENT & TRUST

Strengthen connections between City government and residents through transparent communication, inclusive engagement, and active listening, especially with underrepresented groups.





Opportunities and Challenges



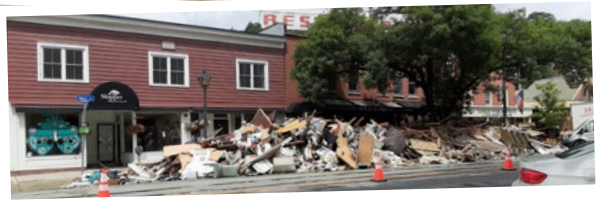








As Vermont's capital and a nationally recognized small city, Montpelier offers an exceptional opportunity for a strategic, forward-thinking leader to make a lasting impact. The next City Manager will step into a role filled with both promise and complexity, helping to shape the future of a resilient, progressive, and civically engaged community.



RESILIENCE AND CLIMATE RECOVERY

Montpelier is uniquely positioned, in the wake of the 2023 floods, to become a national leader in resilience and climate adaptation. The next City Manager will guide recovery efforts while advancing innovative infrastructure upgrades, strengthening emergency preparedness, and securing resources that protect residents and businesses.



HOUSING

Advance community-backed housing expansion and zoning reforms to meet urgent needs while preserving Montpelier's historic charm. Work with diverse partners to deliver affordable, accessible housing options.



FISCAL SUSTAINABILITY

Guide a transparent budget process, identifying efficiencies, exploring revenue sources, and balancing long-term financial health with service excellence.

ORGANIZATIONAL MODERNIZATION

Replace outdated systems, improve workflows, and align capacity with community priorities. Cultivate an organizational culture where collaboration, innovation, and high performance are the norm.

PARTNERSHIPS

Strengthen existing relationships and forge new ones with local organizations, institutions, and regional stakeholders to achieve shared goals in economic vitality, climate resilience, housing, and community well-being.

SUSTAINABILITY LEADERSHIP

Advance Montpelier's ambitious Net Zero by 2030 and fossil fuel–free by 2050 goals. Lead initiatives in renewable energy, fleet electrification, and green infrastructure to position the city as a national model for climate leadership.












Job Description



CITY MANAGER
MONTPELIER, VT.

Salary: $140,000–$170,000

Benefits: Comprehensive benefits package

Location: Montpelier, Vt.

Reports To: City Council

Application Deadline: 10/15/25 for first review of resumes



Montpelier – Vermont's capital city – is seeking an experienced, forward-thinking City Manager to lead municipal operations and help shape the community's future. Reporting to the City Council, the City Manager is the City's chief executive, overseeing all departments, implementing Council priorities, and ensuring services are delivered effectively, efficiently, and equitably.

This is a rare opportunity to guide a small but vibrant capital through a period of growth, resilience, and innovation. The ideal candidate will bring a proven record in public administration, strong financial acumen, and a collaborative leadership style that inspires staff and engages residents.

Lead a dedicated team.
Serve a highly engaged community.
Help shape the future of Vermont's capital.

The Role

- Lead and direct all City departments and staff
- Develop and manage operating and capital budgets
- Advise the Council on financial and operational priorities
- Oversee hiring, evaluation, and workplace culture
- Represent Montpelier in regional, state, and intergovernmental forums
- Lead labor negotiations and ensure compliance with agreements
- Support emergency management and long-term resilience planning
- Foster transparent communication with staff, Council, and community





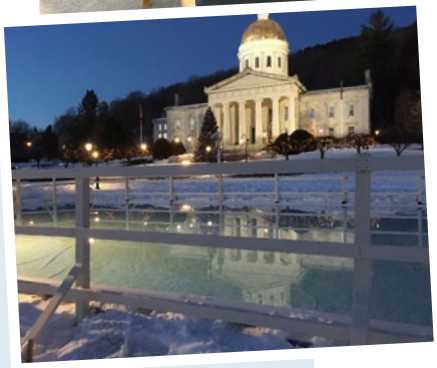
Qualifications

- Bachelor's degree in public administration, business, or related field (Master's preferred)
- 5+ years of executive-level municipal or organizational leadership
- Expertise in local government operations, budgeting, HR, and policy
- Skilled communicator with integrity, sound judgment, and a commitment to diversity, equity, and inclusion



Selection Process

Finalists for the City Manager position will be expected to participate in a series of public engagement activities as part of the recruitment process. These activities will include a town-hall style community forum, and meetings with staff and Department Heads. The purpose of these sessions is to allow residents, community leaders, and City staff the opportunity to meet the finalists and provide input to the City Council. Candidates should be prepared for a high level of public visibility and interaction during this stage.



How to Apply

To express interest, please submit a cover letter, resume, and list of three (3) professional references via email. For clarity in document handling, please format your files as follows:

- FirstName LastName resume
- FirstName LastName cover letter
- FirstName LastName references

All application materials will be held in confidence and should be sent to:

ian@pracademicpartners.com

Subject line: **City Manager - City of Montpelier**

Employment is contingent upon a background check, drug and medical screening, and verification of City of Montpelier residency at the time of hire. This position is considered open until a final selection is made. Candidates are strongly encouraged to apply by **10/15/25** for first review of resumes

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Pracademic Partners is assisting the City of Montpelier with this executive search.

For inquiries or nominations, please contact:

Dr. Ian M. Coyle, ICMA-CM

585.943.0589

City of Montpelier is an Equal Opportunity Employer and encourages candidates from diverse backgrounds to apply.

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