



Central Dakota MPO Policy Board Meeting

Monday, April 29, 2024, at 8:00 AM

3rd Floor Executive Conference Room, City Hall (10 3rd Ave SW)

Any person needing special accommodation for the meeting is requested to notify the City Clerk's office at 857-4752.

- 1. INTERVIEW OF APPLICANT FOR EXECUTIVE DIRECTOR POSITION WITH THE CENTRAL DAKOTA MPO**
- 2. DISCUSSION AND POTENTIAL ACTION ON EXECUTIVE DIRECTOR POSITION**
- 3. DISCUSSION AND POTENTIAL ACTION ON EXECUTIVE DIRECTOR RECRUITER PROPOSALS**

Documents:

[GMP Proposal - MPO Executive Director.pdf](#)  
[Metropolitan Planning Org - Exec Dir 2024.pdf](#)



April 24, 2024

Ms. Lisa Jundt  
Human Resources Director  
City of Minot  
10 3<sup>rd</sup> Ave SW  
Minot, ND 58701

Dear Ms. Jundt,

Thank you for the opportunity to provide our proposal to assist the Metropolitan Planning Organization (MPO) with the recruitment of its next Executive Director.

Why is GMP your best choice for this recruitment?

**Extensive Recruitment and Public Sector Consulting Experience** – GMP Consultants have collectively worked on over 600 executive searches including 60 community development director and regional council executive director recruitments and have earned a reputation for providing superior service and building lasting relationships with both clients and candidates. We believe our proven process provides a best practices approach to attracting high quality candidates and ensuring a good fit for your organization.

**Lead Recruiter** - Your lead consultant will be Mr. Jeff Weldon. Jeff served 29 years in municipal management in Minnesota and South Dakota including city manager for Brookings and Yankton, SD; city administrator for Redwood Falls, MN; and assistant city administrator for Apple Valley, MN. Jeff was also an adjunct instructor at South Dakota State University in Public Administration and State and Local Government. Jeff brings an extensive knowledge of local government including local and regional planning.

**Our Guarantee** - GMP's management & recruitment knowledge brings a competitive advantage in recruiting top-notch talent. As the leader in public sector executive search, we stand by our work by offering an *18-month guarantee* on your selection!

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

Sincerely,

Greg M. Prothman  
President

## ABOUT GMP CONSULTANTS

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GMP Consultants is a public sector executive search firm with a collective 175 years of local government leadership experience with both regional and national recruitment expertise providing services to cities, counties and other governmental agencies. GMP offer our clients experienced subject matter experts with a solid understanding of local government coupled with decades of experience. We have served in a wide range of executive positions, from city and county management, planning & community development, public works, human resources, management information systems, and finance.

### Our Qualifications

Founded and led by Greg M. Prothman, formerly the CEO of Prothman, GMP consultants have worked on over 600 executives searches and over 80 public sector consulting projects. All our senior search consultants are active in both ICMA and local state level city management associations or in their respective professional associations. GMP brings firsthand local government knowledge and expertise in management, police, fire, human resources, and public works.

### Our Philosophy

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

### Our Tested Process

Our placements are among the best in the industry because we understand that in addition to expertise “fit” with the organization and with the community is a critical part of the process as well.

### Why Choose GMP?

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

- **Service & Relationship** - Our consultants have earned a reputation for providing outstanding service and building lasting relationships with both clients and candidates.
- **People First** - We work closely with you and your candidates through every stage of the recruitment process, creating a welcoming candidate experience and ensuring an effective recruitment outcome.
- **Team Approach** – With 15 former city managers and department directors our consulting group works as a team to leverage their networks to assist with each assignment and give your challenges thorough and creative thinking.
- **Our Guarantee** – GMP is confident in its time tested and proven process. If your selected candidate leaves employment of the organization within the first 18 months of appointment, we will conduct an additional recruitment with no professional fee!

## PROJECT TEAM MEMBERS

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### **Greg M. Prothman – President**

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

### **Jeff Weldon – Lead Consultant**

Jeff served 29 years in municipal management in Minnesota and South Dakota including city manager for Brookings and Yankton, SD; city administrator for Redwood Falls, MN; and assistant city administrator for Apple Valley, MN. Jeff was also an adjunct instructor at South Dakota State University in Public Administration and State and Local Government. Jeff currently serves local government managers in Minnesota and South Dakota with career and professional development as a Senior Advisor for the state associations. Jeff holds a Bachelor's Degree from Minnesota State University and a Master's Degree from Hamline University. He was active with the Coalition of Greater Minnesota Cities, Minnesota City/County Management Association, South Dakota Municipal League, and the International City Management Association (ICMA). Jeff is a strong advocate for community involvement and has been involved with his church, the United Way, Rotary and Lions clubs, and the Chamber of Commerce. Jeff and his wife, Tracie, have two grown children and five grandchildren. His hobbies and spare time activities include camping, boating, fishing, golf, travel, woodworking, pencil sketching and reading presidential biographies and Civil War history.

### **Kate Hansen – Recruitment Manager**

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

### **Sarah Marsh – Content Designer**

Sarah brings a background across nonprofit, business, government, and education sectors. She holds an M.B.A in Organizational Behavior & Development from the University of Vermont. She also publishes in the field of American History and is the author of two award-winning children's books with Disney-Hyperion and Little, Brown. Sarah has a heart for researching and highlighting what makes a community and organization special.

### **Brenda Gabbitas – Recruitment Coordinator**

Brenda has over a decade of experience working with many communities around the globe in both public and private sectors. She leans on her experiences to build lasting relationships with everyone she works with while delivering unparalleled levels of service. Brenda holds a Bachelor's of Education in Early Childhood Development from Utah Valley University.

## WORK PLAN & APPROACH

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GMP Consultants have conducted hundreds of successful executive searches refining our process along the way. We provide the workplan, but you are in charge, we customize every recruitment to meet your needs. We partner with you with the goal of finding a highly qualified candidate who is the perfect "fit" for your organization, we promise!

### INFORMATION GATHERING & RECRUITMENT PROFILE DEVELOPMENT

#### Review and Finalize Search Process and Schedule

We'll meet with the Board to review:

- The project scope of work and process
- Project schedule
- Identify the geographic scope of the recruitment
- Review the compensation package
- Identify key stakeholders

#### Profile Research and Stakeholder meetings

Our goal is to thoroughly understand your organization, current challenges, preferred qualifications as well as the timeline for this recruitment. We would ask to meet with:

- Board of Directors
- Management team
- Other stakeholders
- Review all relevant documents

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

We'll create a detailed recruitment profile highlighting the strengths of your job opportunity. If requested, we will assist in reviewing the position compensation and will make recommendations that are consistent with comparable agencies and the market. Examples of prior recruitment profiles are included in this proposal and typically feature the following:

- Why Apply?
- The Organization & Position
- The Ideal Candidate
- Challenges & Opportunities
- Compensation & Benefits
- Your social media (if applicable)

## STRATEGIC MARKETING

**Targeted Recruitments** – We recognize that many of the best candidates are not actively looking for a new job, these are the candidates we are most interested in contacting. Our marketing strategy is designed to get your opportunity in front of these candidates! We begin by developing advertising and placing ads on websites, job boards, and periodicals. Targeted ad placement will include:

- National Association of Regional Councils
- Association of Metropolitan Planning Organizations
- American Planning Association (APA)
- North Dakota League of Cities
- North Dakota Planning Association
- APA – Western Central Chapter
- South Dakota Planners Association
- South Dakota Municipal League
- APA Minnesota Chapter
- Metropolitan Council – Twin Cities, MN
- Montana Planning Association
- APA - Iowa Chapter Intl.
- City Managers Association (ICMA)
- Metropolitan Area Planning Council - MA
- Western Cities (Cal Cities)
- Careers in Government
- Government Jobs
- GMP LinkedIn Page
- GMP Job Board

**Development of Candidate Database for Direct Mail Invitations** - We will mail an invitation to apply letter to all Metropolitan Planning Organization Executive Directors and Community Development Directors in the surrounding states midwestern states.

**Email Invitations to apply** - Additionally, we will send emails to our extensive database of community development directors nationwide.

We will update this preliminary advertising & contact strategy once we get a clearer understanding from the Board regarding the skill, talents and abilities required for the position.

### CANDIDATE SCREENING AND SHORTLIST PRESENTATION

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

**Selection & Interview of Semifinalists** – Using the position profile as a guide we review all candidate application materials and identify the most promising semifinalists. We conduct an in-depth video conference interview with each semifinalist and provide written observations.

**Internet Background Search** – We conduct an internet background search prior to the semifinal interviews on all candidates. If we find any concerning posts or news articles, we discuss this with the candidate and provide the initial finding and the candidate's response to you at the work session.

**Search Work Session** – We will meet with you to review semifinalists. Prior to the meeting we will send you the: each applicant's cover letter, resume, essay questions, the consultant semifinal interview notes and candidate summary sheet. The Board selects the finalist candidates.

### FINAL INTERVIEWS & SELECTION

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

**Reference & Background Checks** - We conduct professional reference checks on each candidate, requesting the names of supervisors, subordinates, and peers. Background checks include Education Verification, Criminal History, Driving Record, and Sex Offender Check. Should a concerning issue arise we will contact you immediately to discuss next steps regarding the candidates suitability for the position.

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

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

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

## RECRUITMENT SCHEDULE EXAMPLE

Recruitments take approximately 90 days to complete.

<b>Kickoff Meeting</b>		<b>THE MPO &amp; GMP:</b> Meet to discuss timeline & search process
<b>Profile Development</b>	Week 1-2	<b>GMP:</b> Meet with key stakeholders & create position profile
<b>Advertising</b>	Weeks 3 - 7	<b>GMP:</b> Post online ads; send direct mailing
<b>First Review</b>	Week 8 -9	<b>GMP:</b> Conduct preliminary interviews with most promising candidates
<b>Work Session</b>	Week 10	<b>GMP &amp; THE MPO:</b> Meet to review semifinalists and choose finalist candidates
<b>Final Interview Preparation</b>	Week 11-12	<b>GMP:</b> Conduct background & reference checks, complete final Interviews schedule, coordinate travel with candidates
<b>Final Interviews</b>	Week 12	<b>THE MPO:</b> Hosts finalist interviews <b>THE MPO:</b> Makes hiring selection

## PROFESSIONAL REFERENCES

### **City of Blaine, MN** pop. 70,000

Michelle Wolfe, City Manager  
mwolfe@blainemn.gov  
763 785 6121  
*Finance Director – just completed*

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

Matthew Birnie, County Manager  
MBirnie@gunnisoncounty.org  
970-641-3061  
*County Manager*  
*Chief Financial Officer*  
*Asst. County Manager*

### **City of Oak Park Heights, MN** pop. 4,692

Mary McComber, Mayor  
marymccomber@aol.com  
(651) 351-7879  
*City Administrator - just completed*

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

Neil Cardwell, City Manager  
ncardwell@cityofbelgrade.net  
406-388-3760  
*City Manager*  
*Human Resource Director*  
*Assistant City Manager – recently completed*

## GUARANTEE & WARRANTY

### **Warranty**

If the major elements of the recruitment process are followed and a candidate is not chosen, we will repeat the recruitment with no additional professional fee, the only cost to you would be the expenses.

### **Guarantee**

Should the selected candidate leave the employment of the MPO within the first 18 months from the date of appointment, we will conduct one additional recruitment for the cost of expenses only, if requested to do so within six months of the employee's departure.

## PROFESSIONAL FEES & EXPENSES

The fee for conducting an Executive Director recruitment is \$16,000. The professional fee covers all consultant and staff time required to conduct the recruitment. Professional fees are billed in three equal installments: at the beginning, halfway, and upon completion of the final interviews.

The MPO will be responsible for reimbursing expenses incurred on the Agency's behalf. Expenses include:

- Websites, job boards and other advertising (approx. \$1,400 - 1,800 est.)
- Direct mail announcements (approx. \$1,300 - \$1,800 est.)
- Consultant travel: Mileage at IRS rate and \$65 per hour, plus hotel for overnight accommodation
- Background checks (approx. \$225 per candidate)

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

## PLANNING SEARCHES BY GMP CONSULTANTS & MANAGERS

**Ben Franklin Transit, WA**  
Planning & Development Director  
**Bonner County, ID**  
Director of Planning & Zoning  
**Chelan County, WA**  
Community Development Dir  
**City of Arlington, WA**  
Building Official  
Community Development Dir  
**City of Astoria, OR**  
City Planner  
**City of Auburn, WA**  
Planning, & Community Director  
**City of Bainbridge Island, WA**  
Community Development Dir  
**City of Bend, OR**  
Property Manager  
**City of Bothell, WA**  
Community Development Dir  
**City of Centralia, WA**  
Community Development Dir  
**City of Covington, WA**  
Community Development Dir  
**City of Damascus, OR**  
Community Development Dir  
**City of DuPont, WA**  
Planning Director  
**City of Duvall, WA**  
Planning Director  
**City of Edgewood, WA**  
Senior Planner  
**City of Federal Way, WA**  
Community Development Dir

**City of Fife, WA**  
Community Development Dir  
**City of Gillette, WY**  
Community Development Dir  
**City of Green River, WY**  
Community Development Dir  
**City of Gunnison, CO**  
Community Development Dir  
**City of Kenmore, WA**  
Community Development Dir  
**City of Kennewick, WA**  
Planning Director  
**City of Lake Stevens, WA**  
Community Development Dir  
**City of Lebanon, OR**  
Community Development Dir  
**City of Lincoln City, OR**  
Community Development Dir  
**City of Long Beach, WA**  
Community Development Dir  
**City of Marysville, WA**  
Community Development Dir  
**City of Medford, OR**  
Planning Director  
**City of Medina, WA**  
Planning Manager  
**City of Minot, ND**  
Community Development Dir  
**City of Moab, UT**  
Community Development Dir.  
**City of Moscow, ID**  
Asst Community Develop Dir

**City of Mountlake Terrace, WA**  
Community & Economic Development Director  
**City of Newcastle, WA**  
Community Development Dir (2)  
**City of Normandy Park, WA**  
Community Development Mgr.  
**City of Othello, WA**  
Community Development Dir  
**City of Port Angeles, WA**  
Planning Manager  
**City of Port Townsend, WA**  
Development Services Director  
**City of Post Falls, ID**  
Community Development Dir  
**City of Red Lodge, MT**  
Community Development Dir  
**City of Sedona, AZ**  
Dir of Community Development  
**City of Shelton, WA**  
Community & Economic Development Director  
**City of Shoreline, WA**  
Planning Director  
**City of Snohomish, WA**  
Planning Director  
**City of Snoqualmie, WA**  
Community Development Dir  
**City of Spokane Valley, WA**  
Building Official  
Community Development Dir.  
**City of Umatilla, OR**  
Electrical Inspector

<b>City of West Linn, OR</b> Community Development Director	<b>Cowlitz-Wahkiakum Council of Governments, WA</b> Community Development Transportation Planner	<b>Lewis County, WA</b> Community Development Dir
<b>City of Woodburn, OR</b> Community Development Dir	<b>Gunnison County, CO</b> Director of Community and Economic Development (2)	<b>Morrow County, OR</b> Planning Manager
<b>City of Woodinville, WA</b> Development Services Director	<b>Jefferson County, OR</b> Community Development Dir	<b>Ouray County, CO</b> Building Inspector
<b>City of Yelm, WA</b> Building Official	<b>Jefferson County, WA</b> Director of Community Devl.	<b>Park City, UT</b> Community Development Director
<b>Clatsop County, OR</b> Building Official	<b>Josephine County, OR</b> Community Development Dir	<b>Whatcom Transportation Authority, WA</b> Planning Director
Development Services Manager		
<b>Cowlitz County, WA</b> Building & Planning Director		

## **CITY, COUNTY & SPECIAL PURPOSE DISTRICT ASSOCIATION EXECUTIVE DIR. RECRUITMENTS**

*CONDUCTED OR MANAGED BY GREG PROTHMAN*

<b>Municipal Research &amp; Services Center</b> <i>Executive Director</i>	<b>Water &amp; Sewer Risk Management Pool</b> <i>Executive Director</i>
<b>Association of Washington Cities AWC</b> <i>Chief Executive Officer</i>	<b>Washington Association of Sewer &amp; Water Districts</b> <i>Executive Director</i>
<b>Washington Asso. of County Officials</b> <i>Executive Director</i>	<b>Washington Counties Risk Pool</b> <i>Executive Director</i>
<b>Association of Oregon Counties</b> <i>Executive Director</i>	<b>Benton-Franklin Council of Governments</b> <i>Executive Director</i>
<b>Local Government Personnel Institute</b> <i>Executive Director</i>	<b>Lynnwood Public Facilities District</b> <i>Executive Director</i>

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

(Attached). Additional samples available at [gmphr.com](http://gmphr.com). Copyright © 2024 by GMP Consultants, . All rights reserved.



# **DIRECTOR OF COMMUNITY AND ECONOMIC DEVELOPMENT**

## **CITY OF YAKIMA, WA**

### **Why Apply?**

This is an excellent opportunity in a professional organization with a focus on customer service. Nestled in the beautiful Yakima Valley, the City is the heart of Central Washington and the hub for culture, business, education, services, health, and government. The City has a dedicated team of department directors and employees. The next Director of Community and Economic Development will be in a leadership position to help create a new strategic direction and plan for community and economic development.

# Welcome to YAKIMA



Located about 150 miles east of Seattle, Yakima is a vibrant city of 98,000 residents and the 11th largest in Washington State. The city is known for its beautiful weather, central location, relatively low cost of living, and strong sense of community.

Serving as the county seat of Yakima County, Yakima has been the cultural, business, educational, healthcare, and governmental focal point of the Central Washington region since it was founded more than 125 years ago. Originally built along the then-new Northern Pacific Railway line, Yakima has grown from its agricultural roots into a vibrant, diverse, metropolitan city.

Yakima's economy has traditionally revolved around agriculture and a wide variety of crops are grown in the Yakima Valley, including more than 30 varieties of fruit (apples, cherries, peaches, pears, nectarines, apricots and berries) and vegetables (such as asparagus and eggplant). The Yakima region is also well-known for producing about 75% of all the hops grown in the United States.

While Yakima still relies on agriculture to drive its economy, over 250 manufacturing firms call the area home and produce a variety of products, including aircraft parts, wood products, plastic products, recreational vehicles and communications technology.

Tourism is the fastest growing segment of the Yakima economy. More than 70 wineries are located in the Valley and regularly draw visitors to sample and buy internationally renowned varietals. Multiple craft breweries and distilleries utilize home-grown products in their unique offerings.

Yakima is host to many family-friendly facilities and events including the new YMCA/Yakima Rotary Aquatic Center, Capitol Theatre, Sozo Sports Complex, the Central Washington State Fair, a wood bat summer league baseball team, and welcomes numerous regional youth and adult sports tournaments.

The Yakima community enjoys a rich mixture of people from many cultural and ethnic backgrounds. Over the past 30-plus years, the Valley has experienced a large influx of Latino immigrants, many from the state of Michoacan in central Mexico, accounting for approximately 52% of the population in Yakima County.

# THE CITY OF YAKIMA

Yakima is a Charter Civil Service city governed by a seven-member Council operating within the council/manager form of government. Council members serve staggered four-year terms and are elected as representatives from within the City's seven districts. The mayor is selected by the Council from among its members.

Yakima is a full-service city with a 2024 General Government budget of approximately \$75 million and a total budget of approximately \$251 million. Full-time staffing consists of approximately 750 employees: 24% in Police, 18% in Fire, 18% in Utilities, 7% in Transit, 4% in Streets/Traffic, and 29% in other City departments and divisions.



## THE COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT

The Community & Economic Development Department operates with a 2023 budget of \$3,338,091 and a team of 30 FTEs. The Department is made up of three operating divisions: Planning (Land Use and Short Range), Economic & Neighborhood Development Services, and Code Administration (Permitting, Code Compliance, and Building Inspection).

The mission of the **Planning Division** is to assist the residents of Yakima in the achievement of their personal and community development goals. The Planning Division provides this service on an individual and timely basis with a commitment to community values, ecological principles for protection of the environment, while evaluating competing priorities and interests.

The **Economic and Neighborhood Development Service Division** works to increase investment and sustain prosperity in the community and strives to create a healthy and dynamic economic ecosystem to develop and retain business and job opportunities, attract spending in the community, and provide excellent customer service to businesses. The division administers the funds the City of Yakima received from the US Office of Housing and Urban Development (HUD). Yakima is eligible for Entitlement Community Development Block Grant (CDBG) allocations and HOME Investment Funds. Additionally, the city participates in other programs sponsored by HUD and the Washington State Department of Commerce, which assist in meeting the community's housing and neighborhood needs.

This **Code Administration Division** is responsible for the enforcement of all development codes related to structural, fire, life safety, and health requirements. In addition, this division enforces land use regulations; operates the City's customer service Permit Center; answers water and sewer utility location and/or connection fee inquiries, issues business and regulatory licenses; handles complaints via the code compliance hotline and Yak Back; administers the City's nuisance ordinances and handles complaints regarding the public way.





# THE DIRECTOR OF COMMUNITY AND ECONOMIC DEVELOPMENT

Reporting to the City Manager, the Director of Community and Economic Development is responsible for the proper administration and operation of the Community & Economic Development Department. The Director plans, directs, manages and oversees the activities and operations of Planning, Community Development, Economic & Neighborhood Development Services, and Codes Administration including land use, short and long-range planning, building codes and permits, and environmental review. The Director coordinates assigned activities with other departments and outside agencies and provides highly responsible and complex administrative support to the City Manager as a member of the City's Leadership Team.

## THE IDEAL CANDIDATE

The City of Yakima is seeking a progressive leader who is approachable, knowledgeable, and collaborative with a common sense, can-do attitude and a passion for community growth and development. A successful Director of Community and Economic Development will be visionary, yet possess practical business sense and proven experience. The City desires a candidate with a heart for a community invested in agriculture and hometown values of integrity, hard work, and service to others.

At the City of Yakima, customer service is not just a catch phrase, but a core principle. The best candidate will be respectful of Council, staff, and the public; and will encourage an environment where creativity flourishes, ensure results and accountability. Additionally:

- Experience in leading comprehensive plans, growth policies, economic development.
- Ability to create a vision for community development and economic vibrancy.
- Excellent communication skills with city administration, department directors, city council, and the community.
- Ability to work in partnership with developers, contractors, architects, and engineers to move projects forward.
- Outstanding leadership skills to organize and manage daily operations and long-term priorities.
- Ability to create and foster partnerships with cities, county, state, and regional agencies.
- Experience managing in lean times and the ability to anticipate and resolve issues before they escalate.

# OPPORTUNITIES & CHALLENGES

## Comprehensive Plan

The City is scheduled to update its comprehensive plans in 2024. This will be a major project and includes engagement with the community and City Council.

## City Plans

There are several City plans that must be updated including the Economic Development Plan, Downtown Master Plan, the Consolidated Plan, the Housing Plan, and new codes.

## Staffing

There are several key management positions that must be filled. They include the Planning Manager and the Economic & Neighborhood Development Services Manager.

## Budget

The City has a challenge to meet service demands with limited resources. The Department's budget will be a key priority. Staffing and resources for updating plans will be a difficult balance with limited resources.



## COMPENSATION & BENEFITS

The City of Yakima is offering an annual salary range of \$127,212 to \$162,385 for this position, dependent upon experience and qualifications, along with a comprehensive [benefits](#) package.

## EDUCATION & EXPERIENCE

A bachelor's degree in urban planning, public administration, business administration or closely related field and a minimum of five (5) years public planning, economic development, housing and/or redevelopment experience, including three (3) years of management and administration responsibility.

Four (4) years additional experience may substitute for a bachelor's degree. A master's degree and/or American Institute of Certified Planners (AICP) certification is desired.

Or any satisfactory combination of experience and training which demonstrates the knowledge, skills and abilities to successfully perform the job.

## RESOURCES

[Greater Yakima Chamber of Commerce](#)

[Yakima Valley Tourism](#)

[Downtown Association of Yakima](#)

[Yakima County Development Association](#)



**TO APPLY**

Apply Online: [gmphr.com](http://gmphr.com)

First Review: **May 5, 2024, 2024**

More Info: Ray Corpuz, GMP Consultants  
[ray@gmphr.com](mailto:ray@gmphr.com) / (831) 236-8961





**WHY APPLY?**

Join a top-notch organization & live in a beautiful area with a high quality of life.

# PLANNING DIRECTOR

## GUNNISON COUNTY, CO

Dear Colleague,

GMP Consultants is assisting Gunnison County in finding a **Planning Director**. Perhaps this is the right time in your career to consider this exciting opportunity. If not, would you please pass this on to other planning professionals who may be interested?

Thank you for your consideration and assistance.

**Greg M. Prothman**  
GMP Consultants  
[gmpfhr.com](http://gmpfhr.com)



# PLANNING DIRECTOR

Gunnison County, CO



## GUNNISON COUNTY

Nestled in the heart of Colorado's Rocky Mountains, Gunnison County serves 17,000 year-round residents and a booming tourist community who enjoy a mountain culture and almost 2 million acres of accessible public lands offering world-class outdoor recreation opportunities. The County cherishes its sense of community and place, striving to preserve and promote the well-being of the County's citizens, natural environment, and rural character.

Gunnison County is a progressive, high-performing organization led by County Manager Matthew Birnie. Matthew has assembled a collegial team of exceptional public sector executives who enjoy working together collaboratively on important cross-cutting issues to maximize organizational effectiveness in delivering results to the community.



From 2018 to 2021, the International City/County Management Association (ICMA) acknowledged Gunnison County's commitment to data-driven performance management with consecutive awards of their Certificate of Excellence in Performance Management. Also notable, of the five counties nationwide that achieved this distinction, the next smallest has a population of 270,000 and the others have over one million residents.

## THE PLANNING DIRECTOR

Reporting to the Assistant County Manager (ACM) for Community and Economic Development, the new Planning Director will focus on leading current land use planning, code updates and revisions, as well as supporting larger regional efforts related to recovery/resiliency, climate change, and comprehensive planning. The new Director will play an important role in continuing to promote the professional and high-performing organizational culture of Gunnison County.

The Community and Economic Development Department operates with a 2022 budget of \$1,164,640 and a team of eight FTEs. Services include: Current Planning (land use permitting); Oil and Gas Projects; Long Range Planning; Building; Environmental Health; and Licensing Marijuana Cultivation, Manufacturing, and Testing.

### Preferred Qualifications:

- Graduation from an accredited four-year college or university with a bachelor's degree in urban/regional planning, or a related field. A master's degree and AICP certification is preferred.
- Three to five years of professional planning experience and demonstration of increasingly responsible related experience in land use planning and local government administration.
- Three to five years of experience with direct contact and assistance to the public in a governmental or regulatory context.

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Greg M. Prothman, GMP Consultants

[Greg@GMPhr.com](mailto:Greg@GMPhr.com) / 206-714-9499

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# Proposal

APRIL 22, 2024



# Executive Director Recruitment Services

City of Minot,  
North Dakota

**Submitted by:**

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# Cover Letter



April 22, 2024

Central Dakota MPO Policy Board  
c/o Lisa Jundt, Human Resource Director  
City of Minot  
10 3rd Ave SW  
Minot, ND 58701

Dear Members of the Board,

Thank you for the opportunity to provide you with a proposal for the Metropolitan Planning Organization (MPO) Executive Director recruitment and selection process for the City of Minot, North Dakota (City). Our proposal provides the City with firm qualifications, key experience, a detailed work plan and timeline, and associated fees to provide services that exceed expectations. We provide a tailored, personal approach to executive recruitment and selection, and can adapt to your specific requirements for the position.

We have some exciting news to share. GovHR USA (GovHR) has recently been acquired by MGT of America Consulting, LLC (MGT). MGT is a nationally respected leader in public sector management consulting and technology services with a long track record in support of state, local, and education clients. GovHR and MGT are joining forces to take the next step in offering integrated solutions that can accelerate our most important shared goal: dramatically improving lives by ***advancing and lifting up the communities we serve.***

Our consultants have worked in all areas of local government leadership including city/county management, human resources, public safety, finance, public works, parks and recreation, and utilities. This combined hands-on knowledge and experience has made MGT and GovHR proven leaders in public sector consulting.

## MGT CONTACT INFORMATION

<b>MGT HEADQUARTERS</b>	<b>MGT of America Consulting, LLC</b> 4320 West Kennedy Boulevard   Tampa, Florida 33609 P: 813.327.4717   <a href="http://www.mgtconsulting.com">www.mgtconsulting.com</a> FEIN: 81-0890071
<b>PROPOSAL CONTACT</b>	<b>Michele Morawski, Assistant Director, Client Services</b> 630 Dundee Road, Suite 225   Northbrook, Illinois 60062 224.415.3791   <a href="mailto:mmorawski@govhrusa.com">mmorawski@govhrusa.com</a>

Thank you for the opportunity to submit a proposal to the City of Minot, North Dakota. Should you have questions on any aspect of this proposal, please contact **Michele Morawski** at **224.415.3791** or [mmorawski@govhrusa.com](mailto:mmorawski@govhrusa.com).

Regards,

Patrick J. Dyer, Vice President, *Authorized to bind the firm*



# Firm Profile

***We impact the communities we serve – for good.***

MGT began operations in 1974 as a public sector research firm. Since then, we have significantly expanded our consulting capabilities and client offerings. Today, we are a national consulting firm specializing in **assisting clients to operate more efficiently and effectively.**

MGT has acquired a keen understanding of the structures, operations, and issues facing public entities. This understanding comes from **nearly 50 years** of experience providing innovative yet practical solutions to public sector clients. We provide objective, creative, expert services in the areas of human capital, finance, technology, programming, and planning. We draw on the expertise of our highly qualified staff, most of whom have prior careers at city-, county-, and state-level government offices. This insider's knowledge of government operations and structure gives MGT a competitive advantage and an ability to hit the ground running from the very start of a project.

MGT has successfully worked with clients on **more than 30,000 projects** to help them adapt to change while maintaining the vision and direction towards their short- and long-term goals. With the recent combination of GovHR, our firm includes **more than 600 professionals and administrative staff** to support our clients' success.

## Our Commitment

MGT embraces the most complex challenges with deep commitment, agility, and local expertise to make a measurable and profound social impact. Simply stated, our promise is:

***We improve lives by advancing and lifting up your community.***

This purpose reflects the company's strong social conscience and service ethic that forms the core of the MGT "Why." MGT models this philosophy by systematically seeking out the highest-impact projects and relationships, encouraging community involvement, and investing in a collaborative and rewarding world-class work environment for employees.

Part of our success is based upon our **promise to be flexible and responsive**. We are acutely aware of the political, economic, social, and technological factors that impact today's public sector clients. MGT is structured into several primary consulting divisions to support these needs. **We are pleased to have the Government Consulting Experts within the MGT Performance Solutions Group responsible for leading the completion of this project.**



FIRM AT A  
GLANCE

**Name:** MGT of America Consulting, LLC (MGT)

**Founded:** 1974

**Locations:** Headquarters in Tampa, Florida; branch offices nationwide

**Staff:** 600+ consultants across the country

**Structure:** Privately held and client-driven

**Cooperative Contracts:**

Allied States Cooperative (ASC) #23-7449  
The Interlocal Purchasing System (TIPS)  
#220601

**Lines of Business:** Government Consulting; Education and Financial Solutions; Diversity and Inclusion; Human Capital; Cybersecurity and Technology

## Performance Solutions

The MGT Performance Solutions team has an impressive track record of providing ***customized solutions, objective research, creative recommendations, and quality products*** that respond to each client's unique needs and time requirements. GovHR is now a part of MGT's Performance Solutions Team.

### GovHR USA

GovHR was originally formed as Voorhees Associates in 2009, changed its name to GovHR USA in 2013, and joined MGT (***the nation's leading social impact firm***) in 2023. GovHR provides public management consulting services to local government clients and other public-sector entities across the country. GovHR offers customized executive recruitment services, management studies, and consulting projects for local government and organizations who work with local government. Additionally, GovHR's GovTempsUSA division provides interim staffing solutions to keep operations moving during the recruitment process.

GovHR's consultants are experienced executive recruiters who have conducted ***over 1,250 recruitments*** working with cities, counties, special districts, and other governmental entities of all sizes throughout the country. They have held leadership positions within local government, giving them an understanding of the complexities and challenges facing today's public sector leaders.

### GOVHR'S LEADERSHIP



**Heidi Voorhees**  
(847) 380-3240  
[HVoorhees@GovHRusa.com](mailto:HVoorhees@GovHRusa.com)

*Ms. Voorhees has conducted more than 400 recruitments in her management consulting career, with many of her clients being repeat clients, attesting to the high quality of work performed for them. In addition to her 22 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service, including ten years as Village Manager for the Village of Wilmette, Illinois.*



**Joellen Cademartori**  
(847) 380-3238  
[JCademartori@GovHRusa.com](mailto:JCademartori@GovHRusa.com)

*Ms. Cademartori is a seasoned manager, with expertise in public sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Cademartori has worked in forms of government ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services.*

## The Social Impact of MGT's Work

*Impacting  
Communities.  
For Good.*



### Defined by Our Impact



We understand the goals of the City of Minot, North Dakota and how this search process will ensure a diverse pool of highly qualified candidates for the City.

The MGT team empowers organizations to enhance their teams through innovations in people, processes, and technology to ***lift and strengthen their human resources solutions.***

## MGT's Primary Consulting Divisions

Our firm includes **more than 600 professionals and administrative staff** to support our clients' success. MGT is structured into the following primary consulting divisions, along with various internal infrastructure groups to support our operations and growth.



### Performance Solutions

Our Performance Solutions team provides world-class financial, human capital and equity solutions which enable clients to fully realize the potential of their most valuable resources. Our team excels at fiscal management and operational efficiency assessments that help clients make data-driven decisions, anticipate workforce issues, and integrate technologies to empower our clients to generate critical income and elevate enterprise performance objectives.



### Education Solutions

Our Education Solutions originate in our commitment to ensuring that every student has access to a high-quality education as they discover and realize their profound potential. From pre-K-12 to higher education, we partner with schools, districts, state agencies and colleges and universities to deliver performance improvement and innovation and transformation planning and implementation.



### Technology Solutions

Our Technology Solutions business supports state, local, education and private companies as they seek to improve and protect their network infrastructure and data for greater resiliency. We offer world-class IT infrastructure management, cyber security and strategic IT professional staffing. Our deep engineering expertise is foundational to all MGT's technology solutions.

## Why Choose MGT/GovHR?

- ✓ **Unparalleled Expertise and Level of Service.** With executive recruitment experience in 44 states, and in communities ranging in population from 1,000 to 3,000,000, we are a leader in the field of local government recruitment and selection. More than 40% of our clients are repeat clients, and 94% of surveys show our overall performance rating as **Outstanding** – indicating a plan to use our services and/or highly recommend us in the future.
- ✓ **Delivering the Best.** We conduct comprehensive **due diligence** on candidates. Our state-of-the-art process includes extensive use of social media for candidate outreach and video interviews with potential finalist candidates, ensuring successful recruitment for the City. We will provide important information to potential candidates by developing a high quality, thorough Recruitment Brochure reflecting the knowledge we will have about your community and your organization. Before we recommend a candidate to you, **we ask probing questions** that will verify their expertise during video interviews, reference calls, and news and social media searches.
- ✓ **A Partner from Start to Finish.** We are your partners in this important process. We welcome you to review all the resumes we receive, and we will share our honest assessment of the candidates. Our goal is your **complete satisfaction**. We can strategize with you on a variety of approaches for meeting your recruiting needs, including evaluation of internal candidates, identification of non-traditional candidates who meet your recruitment requirements, succession planning, and mentoring options. We are committed to working with you until you find the candidate that is the best fit for your position.
- ✓ **Services for Any Budget and Any Search.** We strive to meet the specific needs of our clients by offering several options for recruitment services to meet your budget. Our services range from Full Executive Recruitments to Virtual Recruitments and even simply Professional Outreach for those who want to reach a broader network. In the following proposal, we have provided the scope we believe **best fits your needs**.



The image shows a group of five professionals (three men and two women) in a modern office environment. They are gathered around a table, looking at documents and discussing them. The MGT GovHR USA logo is visible in the top left corner of the image area.

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

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



# Our Team

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

MGT employs a team of professionals with backgrounds in local government and the not-for-profit sector. With the City's staffing needs in mind and due to the significance of this recruitment, we have assigned our highly knowledgeable and experienced consultant, Charlene Stevens. She will act as your project manager and primary point of contact for this project. Her biography is attached as **Appendix A**.

## Project Manager & Main Point of Contact



**CHARLENE STEVENS**

Executive Vice President of Recruitment Services

320-262-0303

[CStevens@GovHRusa.com](mailto:CStevens@GovHRusa.com)

## Proposal Inquiries



**MICHELE MORAWSKI**

Assistant Director

Client Services

224.415.3791

[MMorawski@GovHRusa.com](mailto:MMorawski@GovHRusa.com)



# Project Approach & Methodology

*A detailed plan specifically designed for you.*

## Project Understanding

A typical recruitment and selection process takes approximately 175 hours to conduct. At least 50 hours of this time is administrative, including advertisement placement, reference interviews, and due diligence on candidates. We believe our experience and ability to professionally administer your recruitment will provide you with a diverse pool of highly qualified candidates for your position search.

Our clients are informed of the progress of their recruitment throughout the entire process. We are always available by mobile phone or email should you have a question or need information about the recruitment.



### MGT: EXPERTS IN RECRUITING

*"The coordination by the consultant helped to alleviate the workload of internal staff. Consultant was willing to customize the process based on the City's needs."*

### MGT Client Satisfaction Components



## Proposed Work Plan

### PHASE 1 POSITION ASSESSMENT, POSITION ANNOUNCEMENT, & BROCHURE

#### Activities

MGT treats each executive recruitment as a transparent partnership with our client. We believe in engaging with stakeholders early in each recruitment process to fully understand the challenges and opportunities inherent in the position. Understanding the organizational culture is critical to successful recruitment. We gain this insight and information through meetings (one on one and in small groups),

## PROJECT APPROACH & METHODOLOGY

surveys, and a review of relevant information. This information is reflected in a polished marketing piece that showcases the organization and the area it serves.

### INFORMATION GATHERING

- ◆ One-on-one or group interviews with stakeholders identified by the City.
- ◆ Community forums (in-person or via video) can be used to gather input and feedback.
- ◆ Surveys can be used for department personnel and/or the community to gather feedback.
- ◆ Conversations/interviews with department heads.

A combination of the items listed above can be used to fully understand community and organizational needs and expectations for the position (this proposal includes 12 hours of meetings – additional meetings can be added for a fee of \$150/hour plus actual expenses if incurred). One organizational survey is included. A Community Survey can be conducted for \$2,500. Community Forums are conducted as an optional service.

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

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

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

## PHASE 2 ADVERTISING, CANDIDATE RECRUITMENT, & OUTREACH

### Activities

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

Phase 2 will include the following:

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

## PHASE 3 CANDIDATE EVALUATION & SCREENING

### Activities

Phase 3 will include the following steps:

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

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

## PHASE 4 PRESENTATION OF RECOMMENDED CANDIDATES

### Activities

Phase 4 will include the following steps:

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

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

## PHASE 5 INTERVIEWING PROCESS & BACKGROUND SCREENING

### Activities

Phase 5 will include MGT completing the following steps:

- ◆ Develop the first and second round interview questions for City review and comment.
- ◆ Coordinate candidate travel and accommodations.
- ◆ Provide City with an electronic file that includes:
  - Candidates' credentials.

## PROJECT APPROACH & METHODOLOGY

- Set of questions with room for interviewers to make notes.
- Evaluation sheets to assist interviewers in assessing the candidate's skills and abilities.

Background screening will be conducted along with additional references contacted:

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

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

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

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

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

## PHASE 6 APPOINTMENT OF CANDIDATE

### Activities

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

## Project Timeline

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

*Exhibit 1. Proposed Schedule*

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

## Commitment to Diversity, Equity, & Inclusion in Recruitments

MGT is a leader in diversity, equity, and inclusion (DEI) consulting services, strategic planning, and organization transformation. MGT's experience working in diverse communities across the United States and working with organizations seeking to change organization culture is critical to the success of all our projects. We have a track record of building awareness, solutions, and direction for systemic change by generating transformative ideas and solutions, information, and practices into operational strategies, which help us stand out in all our projects.

MGT is also one of the original and premier disparity research firms in the country. Disparity studies were the first instance of bringing principles of diversity, equity, and inclusion into the public sector, through the procurement process, and since 1990, **MGT has conducted more than 230 public sector disparity studies**. These studies are designed to improve procurement departments, promote and advance equity, and improve economic outcomes for diverse communities that have been historically marginalized by analyzing policies, practices, and programs to increase the utilization of minority- and women-owned businesses. Clients that have conducted a disparity study are in the unique position to increase and improve systematic equity through procurement and contracting, which can ultimately promote economic empowerment by creating strong business and employment pipelines in communities of color.

MGT's GovHR also has a long-standing commitment to DEI. Since the firm's inception they have supported, with their time and financial resources, organizations that advance underrepresented populations in local government. These include the National Forum for Black Public Administrators, the Local Government Hispanic Network, The League of Women in Government, and CivicPride. Our Team Members have moderated and spoken on DEI topics at the International City and County Management Association conference and state conferences. Our employees and consultants have undergone Implicit Bias Training, and we are frequent speakers on incorporating equity and inclusion into all levels of local

government. Additionally, we provide a list of DEI resources on the homepage of the website at GovHRusa.com.

MGT's GovHR has formally partnered with the National Forum for Black Public Administrators' consulting arm, i4x, and in several recruitment and selection processes throughout the country including Toledo, OH; Fort Collins, CO; Ann Arbor, MI; Oakland, MI; and Arlington, TX. Our partnership reflects our mutual commitment to advancing DEI values and increasing the diversity of local government leaders at the highest levels of local government organizations.

## **MGT/GovHR's Recommendations to RECRUIT and Retain Top Talent**

**RESPONSIVE: ROLL OUT THE WELCOME MAT!** Candidates may struggle with relocating for a new position as well as being concerned about the “fit” with a new team. It is important to include costs for your top candidate(s) to travel to your location for the final interview process. Our team will work with you to create a welcoming, informative experience for both you and the candidate(s).

**ENCOURAGING:** Employee development is a must-have in today's market. Candidates appreciate their employer investing in them as much as they are investing themselves in the job. Consider “up and coming” candidates who may lack one or two preferred skills and assign a mentor or invest in a course to encourage their professional development. A mentor/training program will also help establish a peer-to-peer connection and make them feel more comfortable about the transition to a new job.

**COMPETITIVE:** Our team will guide you in offering a competitive market rate compensation and competitive benefits package attractive to today's candidates. Competitive employers must include relocation expenses and should consider signing bonuses and temporary housing.

**RESOURCEFUL:** Review your job description – do you need public sector experience? Are the years' experience you list essential, or can that be preferred? Consider a more resourceful approach when reviewing candidates' experience. Carefully assess requirements such as Certified Public Accountant (CPA), Professional Engineer, and others that will limit your talent pool – consider using the word “ideally” or “preferably.”

**UNDERSTANDING:** These past few years have, without a doubt, changed the work environment. Competitive employers have recognized this and are offering flexible/hybrid/remote work options. Those positions that offer this type of flexibility consistently receive a better candidate response rate.

**INNOVATIVE:** Think about what is unique and attractive about your community and organization and highlight that in your recruitment efforts. Talk about organizational culture and what your values are with respect to your employees. MGT will assist you in being as innovative as possible in your outreach.

**TRANSPARENT:** Some states now mandate listing salary ranges in any job advertisements or postings. More and more companies are showing at least a salary range in their postings to promote pay transparency and equity. Post the salary range you will use for hiring – it is public information. If we make it too difficult for candidates to find out the salary, they will move on to the next opportunity.



# References

## *A leader in local government recruitment and selection.*

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

### **RED WING, MN**

KAY KUHLMANN, CITY COUNCIL ADMINISTRATOR  
315 WEST 4TH STREET | RED WING, MN 55066  
651-385-3612 | [KAY.KUHLMANN@CI.RED-WING.MN.US](mailto:KAY.KUHLMANN@CI.RED-WING.MN.US)

MGT's GovHR provided recruitment and selection services for the following positions:

- ◆ Director of Community Development/Executive Director Port Authority, 2021 - Charlene Stevens



### **CENTRE REGION COUNCIL OF GOVERNMENTS, PA**

REBECCA PETITT, HUMAN RESOURCES DIRECTOR  
2643 GATEWAY DRIVE | STATE COLLEGE, PA 16801  
814-272-1447 | [RPETITTT@CRCOG.NET](mailto:RPETITTT@CRCOG.NET)

MGT's GovHR provided recruitment and selection services for the following position:

- ◆ Finance Director - Virtual, 2023 - Charlene Stevens
- ◆ Executive Director, 2020 - Joellen Cademartori & Charlene Stevens



### **METRA, IL**

SOLEDAD SANTIAGO, MANAGER, CLIENT SERVICES  
547 W. JACKSON BLVD. | CHICAGO, IL 60661  
[SSANTIAGO@METRARR.COM](mailto:SSANTIAGO@METRARR.COM)

MGT's GovHR provided recruitment and selection services for the following position:

- ◆ General Counsel, 2024 - Charlene Stevens & Sarah Schillerstrom
- ◆ Chief Financial Officer, 2022 - Heidi Voorhees & Maureen Barry
- ◆ Chief Operating Officer-Deputy Executive Director, Operations, 202) - Heidi Voorhees
- ◆ Chief HR Officer, 2020 - Heidi Voorhees



# Cost Proposal

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

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

## Full Scope Recruitment

Summary of Costs	Price
Recruitment Fee (includes \$1,000 repeat client discount)	\$20,500
Recruitment Expenses (not to exceed) Expenses include candidate due diligence efforts	\$1,500
Advertising <i>*Advertising costs over \$2,000 will be placed only with client approval. If less than \$2,000, Client is only billed for actual cost.</i>	\$2,000*
<b>TOTAL:</b>	<b>\$24,000**</b>

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

Possible in-person meetings could include:

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

Any additional consultant visits requested by the City (beyond the three visits listed above) will be billed at \$150/hour. The additional visits may also result in an increase in the travel expenses billed.

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

## Payment for Fees & Services

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

Payment of invoices is due within thirty (30) days of receipt.

## Our Guarantee – Full Scope Recruitment

MGT is committed to assisting our clients until a candidate is appointed to the position. Therefore, no additional professional fee will be incurred if the client does not select from the initial group of recommended candidates and requests additional candidates be developed for interview consideration. If additional advertising beyond Phase I advertising is requested, the City will be billed for actual advertising charges. Reimbursable expenses may be incurred should the recruitment process require consultant travel to the City.

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

## Limited Scope Recruitment Scope of Services

MGT offers the option for a "Limited Scope" recruitment process, designed for clients who require only partial assistance with recruitment. The first several components of a Limited Scope Recruitment Process and a Full Recruitment and Selection Process are similar.

The consultant will:

- ◆ Meet with employees and other stakeholders.
- ◆ Develop a Recruitment Flyer for the position.
- ◆ Develop and place position announcements on websites and on social media outlets.
- ◆ Conduct outreach for candidates via personal and electronic contacts (up to 6 hours).
- ◆ Review all resumes.
- ◆ Conduct video interviews.
- ◆ Complete references for select candidates.
- ◆ Prepare an electronic Recruitment Portfolio that includes the information on the recommended candidates. This will be provided to the City a few days in advance of a candidate presentation meeting.

At this point in the Limited Scope Recruitment process, MGT involvement will be complete.

The key differences between the Limited Scope Recruitment Process and the Full Recruitment and Selection Process are:

- ◆ A Recruitment Flyer, instead of a full Brochure, will be prepared for the Limited Scope Recruitment.
- ◆ MGT will not conduct background investigations (court, credit, motor vehicle records checks, etc.)
- ◆ MGT will not offer any guarantee regarding the selection and tenure of the candidates. MGT will bill the City immediately after presentation of candidates and will not redo the recruitment and selection process if the City is unsuccessful in hiring someone from the group of recommended candidates.
- ◆ Development of interview questions, second interview questions, and assistance with contract negotiations will be the responsibility of the City.

## Limited Scope Recruitment Price Proposal

Summary of Costs	Price
Recruitment Fee (includes \$1,000 repeat client discount)	\$19,000
Advertising <i>*Advertising costs over \$2,500 will be placed only with client approval. If less than \$2,500, Client is only billed for actual cost.</i>	\$2,000*
<b>TOTAL:</b>	<b>\$21,000**</b>

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

Possible in-person meetings could include:

- ◆ Recruitment brochure interview process
- ◆ Presentation of recommended candidates

Any additional consultant visits requested by the City (beyond the two visits listed above) will be billed at \$150/hour. The additional visits may also result in an increase in the travel expenses billed.

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

### Payment for Fees & Services

- ◆ **1st Invoice:** Contract Award (50% of the Recruitment Fee).
- ◆ **Final Invoice:** Completion of Recruitment (50% of the Recruitment Fee plus all expenses).

Payment of invoices is due within thirty (30) days of receipt.



# Optional Services

## *The Nation's Recruitment Leader.*

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

### **GOVTEMPSUSA**

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

### **RECORDED ONE-WAY VIDEO INTERVIEW OF CANDIDATES**

Candidates we recommend for your consideration can complete a one-way video interview with three to five questions that will be recorded and which you can review electronically at your convenience. This can occur prior to making your decision on which candidates to invite for an interview at a cost of \$100 per candidate.

### **LEADERSHIP/PERSONALITY TESTING**

MGT has experience working with a wide variety of leadership and personality assessment tools, depending on the qualities and experiences the City is seeking in their candidates. These include but are not limited to Luminaspark, Caliper, DISC, and others. Depending on the evaluation type, selected fees can range between \$100 to \$500 per candidate.

### **360° EVALUATION**

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



# Appendix A. Consultant Biography

The biography of our proposed consultant is provided on the following page.

Charlene Stevens joined GovHR USA in 2019 and has conducted over 70 executive recruitments across the country with a wide variety of jurisdictions. Charlene currently leads GovHR's Recruitment Services and continues to directly conduct recruitments as well as offer general consulting services and strategic planning facilitation.

Charlene has over 20 years of experience in municipal management, serving as either a CAO or Assistant CAO. She has worked in rural communities, suburban communities, and large urban centers. Charlene was fortunate to have a diverse career that allowed her to serve in both city and county government and to serve in three states: Minnesota, Kansas, and Pennsylvania.



During her local government career, Charlene held numerous national, regional, and/or state leadership positions including Regional Vice President for ICMA, Board Member for the League of Minnesota Cities, and Board Member for the Coalition of Greater Minnesota Cities. She also held leadership positions in Pennsylvania and Kansas, has served on numerous committees for ICMA, and presented at state and national conferences on a variety of topics.

Charlene has expertise in community and civic engagement, having started her career in neighborhood services and led community-wide visioning and strategic planning efforts for two different communities. Charlene is comfortable working with diverse stakeholders and with different forms of engagement.

Charlene's experience has included projects that have expanded parks and preserved greenspace in rapidly developing communities, developed a workforce training center for a large urban county, led downtown development plans for two communities, and created mentoring and training programs for city staff. Charlene has appreciated the opportunity to mentor young professionals, including helping to establish women's mentoring groups in three different communities.

## Professional Education

Master of Public Administration, University of Kansas, Lawrence, Kansas

Bachelor of Arts, International Relations, Pomona College, Claremont, California

## Professional Development & Speaking Engagements

Instructor, International City and County Management Association (ICMA), Emerging Leaders Development Program

Instructor, ICMA Mid-Career Institute

Speaker, numerous conferences

## Memberships & Affiliations

- International City and County Management Association (ICMA), Current Member
- ICMA Task Force on Members in Transition, Co-Chair, 2020-2021
- ICMA Task Force on Welcoming New Members, Chair, 2009-2015
- ICMA Task Force on Women in the Profession, Member, 2012-2014
- ICMA Regional Vice President, ICMA Executive Board Member, 2003-2006
- ICMA Committee of Professional Conduct, Chair, 2006
- ICMA Conference Host Committee, Co-Chair, 2002
- ICMA Conference Planning Committee, Member, 2001 and 2002
- ICMA Task Force on Small Communities, Member, 1999-2001
- League of Minnesota Cities (LMC), Board Member, 2013-2015
- Coalition of Greater Minnesota Cities (CGMC), Board Member, 2011-2015
- Minnesota City and County Management Association (MCMA), Current Member
- MCMA Task Force on Women in the Profession, Current Member
- YMCA of Woodbury Community Board, Past Board Chair, 2017-2023
- KUCIMAT President, University of Kansas, 2013-2014
- Willmar Area Rotary, 2011-2015
- Kansas Association of City and County Managers (KACM), Member, 2006-2011
- Leadership Wichita Graduate
- Association of Pennsylvania Municipal Managers (APMM), Member, 1997-2006

**Professional Background****Over 20 Years of Local Government Leadership and Management Experience.**

- City Administrator, Cottage Grove, MN, 2015-2018
- City Administrator, Willmar, MN, 2011-2015
- Assistant County Manager, Sedgwick County, KS, 2006-2011
- Assistant Township Manager, Lower Gwynedd, PA, 1999-2006
- Assistant Township Manager, Buckingham, PA, 1997-1999
- Neighborhood Assistant, City of Wichita, KS, 1995-1996



## Appendix B. Client List

A list of the clients we have had the pleasure of partnering with that complements the City's recruitment request is provided on the following page.

**Executive Director, Development, and Planning Client List**

<b>State</b>	<b>Client</b>	<b>Position Title</b>	<b>Year</b>	<b>Population</b>
Alabama	Decatur	City Planner/Planning Department Manager (Professional Outreach)	2024	54,844
	Decatur	Director of Development	2020	54,844
	Decatur	Director of Planning & Development (Professional Outreach)	2019	54,844
	Decatur	Planner (Professional Outreach)	2019	54,844
Arizona	Central Arizona Regional Economic Development Foundation	Executive Director	2012	Multi
	Downtown Chandler Community Partnership	Executive Director/President (Professional Outreach)	2022	Multi
Colorado	Eagle	Community Development Director (Virtual)	2019	6,739
	Eagle County	Community Development Director	2018	53,000
	Eagle County	Community Development Director	2021	53,000
	Greeley	Deputy Director of Economic Development and Urban Revitalization	2024	110,997
Connecticut	Greeley	Economic Development Manager	2024	110,997
	Norwalk Redevelopment Agency	Executive Director	2019	89,005
	Boca Raton	Deputy Director, Development Services (Virtual)	2023	95,787
Florida	Gainesville	Director, Department of Sustainable Development	2021	133,997
	Miami Beach	Economic Development Director	2024	88,000
	Riviera Beach Community Redevelopment Agency	Executive Director	2020	35,000
	Atlanta Regional Commission	Executive Director	2021	Multi
Illinois	Bloomington-Normal Economic Development Council	President/CEO	2019	Multi
	Brookfield	Community & Economic Development Director	2014	19,500
Illinois	Calumet City	Community & Economic Development Coordinator	2013	37,000
	Chicago Metropolitan Agency for Planning	Deputy of Administration and Finance Services (Professional Outreach)	2023	Multi
	Chicago Metropolitan Agency for Planning	Executive Director	2015	Multi
	Chicago Metropolitan Agency for Planning	Executive Director	2019	Multi
Illinois	Chicago Metropolitan Agency for Planning	Executive Director for Finance and Administration	2015	Multi
	Clarendon Hills	Community Development Director	2012	8,653
	Coles Together	President & Chief Executive Officer	2023	Multi
	Collinsville	Senior Planner	2018	25,838
Illinois	Columbia	Community Development Director (Professional Outreach)	2018	10,273
	Crest Hill	Community & Economic Development Director (Professional Outreach)	2022	21,169
	Crest Hill	Community & Economic Development Director (Professional Outreach)	2024	21,169
	Decatur	Community Development Director	2020	76,178

	Decatur	Economic and Community Development Director	2017	76,178
	Des Plaines	Community & Economic Development Director	2016	58,364
	Des Plaines	Director of Community & Economic Development	2021	58,364
	Des Plaines	Director of Community & Economic Development	2023	58,364
	Effingham Regional Growth Alliance	Executive Director/CEO	2020	Multi
	Elgin	Community Development Director	2010	108,000
	Elgin	Senior Planner	2016	108,000
	Elk Grove Village	Director of Marketing & Business Development	2010	34,737
	Evanston	Community & Economic Development Director	2010	75,000
	Evanston	Community & Economic Development Director	2013	75,000
	Frankfort	Community & Economic Development Director	2020	20,077
	Frankfort	Planner (Virtual)	2020	20,077
	Franklin Park	Community Development Director	2012	17,898
	Freeport	Community & Economic Development Director (Limited)	2021	25,000
	Glen Ellyn	Community Development Director	2024	27,000
	Greater Freeport Partnership	Executive Director	2019	25,000
	Gurnee	Community & Economic Development Director	2014	30,957
	Highland Park	Director of Community & Economic Development	2013	31,365
	Highland Park	Senior Plan Examiner (Professional Outreach)	2018	31,365
	Invest Aurora	President/CEO	2018	Multi
	Invest Aurora	President/CEO	2023	Multi
	Joliet City Center Partnership	Executive Director	2012	Multi
	Joliet City Center Partnership	Vice President	2012	Multi
	Knox County Area Partnership for Community & Economic Development	Executive Director	2014	Multi
	La Grange	Director of Community Development	2016	15,610
	Lake County Partners	President/CEO	2011	Multi
	Lisle	Development Services Director & General Recruitments	2017	22,930
	Lisle Economic Development Partnership	Executive Director	2021	Multi
	Naperville Development Partnership	President	2023	149,540
	Northfield	Director of Community & Economic Development	2011	5,400
	Northwest Illinois Development Alliance	Executive Director/President-CEO	2018	Multi
	Oak Park	Assistant Director of Development Customer Services	2017	52,000
	Park Ridge	Community Preservation and Development Director	2021	37,496
	Plainfield	Director of Planning	2016	41,734
	Plainfield	Economic Development Director	2016	41,734
	Rolling Meadows	Superintendent of Community Development Operations (Professional Outreach)	2021	24,099
	Round Lake	Community & Economic Development Director	2017	18,481

	Skokie	Economic Development Specialist	2009	67,824
	Skokie	Economic Vitality Manager (Professional Outreach)	2023	67,824
	South Holland	Director of Planning, Development and Code Enforcement	2020	22,030
	St. Charles	Economic Development Division Manager	2009	33,264
	Tri County Regional Planning Commission	Executive Director	2014	Multi
	Vernon Hills	Director of Community and Development	2022	25,911
	Villa Park	Community Development Director (Virtual)	2020	22,038
	Villa Park	Community Development Director (Virtual)	2022	22,038
	Wauconda	Community Development Director	2018	14,125
	West Dundee	Community Development Director	2014	8,000
	West Dundee	Director of Community Development/Building Official	2021	8,000
	Westmont	Community Development Director	2023	24,767
	Westmont	Director of Community Development (Virtual)	2018	24,767
	Wheeling	Director of Community Development	2020	38,878
	Wheeling	Director of Economic Development	2020	38,878
	Wheeling	Director of Economic Development	2023	38,878
	Will County Center for Economic Development	Vice President	2012	Multi
	Winnetka	Community Development Director	2017	12,417
	World Business Chicago	Executive Director of the Plan for Economic Growth and Jobs	2015	Multi
Indiana	Highland	Redevelopment Director	2017	23,127
Iowa	Des Moines	City Manager/Economic Development Director	2011	203,400
Michigan	Ann Arbor Downtown Development Authority	Executive Director	2021	121,477
	Bloomfield Township	Planner (Professional Outreach)	2024	44,253
	Eastpointe	Economic Development Manager (Professional Outreach)	2019	32,673
	Ferndale	Community & Economic Development Director	2022	20,428
	Ferndale Downtown Development Authority	Executive Director	2019	20,428
	Grand Rapids	Community Development Director (Virtual)	2022	200,217
	Macatawa Area Coordinating Council	Executive Director (Professional Outreach)	2021	Multi
	Oakland County	Director of Economic Development	2020	1,251,000
	Oakland County	Director of Economic Development	2022	1,251,000
	Oakland County	Environmental Sustainability Officer	2021	1,251,000
	Portage	Director of Development Services	2020	50,126
	Rochester Hills	Economic Development Director	2016	73,125
	Tri-County Regional Planning Commission	Executive Director	2018	464,034
Minnesota	Apple Valley	Community Development Director	2022	56,318
	Brooklyn Center	Director of Community Development	2023	33,782
	Burnsville	Director of Community Development	2022	60,000
	Oakdale	Director of Community Development	2021	28,315
	Red Wing	Community Development Director	2021	16,572
	Woodbury	Community Development Director	2019	70,559
Montana	Bozeman	Community Development Director	2016	39,860
New Hampshire	Portsmouth	Director of Planning and Development (Professional Outreach)	2021	21,796

New York	New Rochelle	Commissioner of Development	2022	79,067
North Carolina	Asheville	Director of Development Services	2017	87,236
	Fayetteville	Chief Development Officer	2011	210,000
	Fayetteville	Development Services Director	2017	210,000
Ohio	Monroe	Development Director	2021	15,412
Pennsylvania	Allegheny County	Economic Development Director (Professional Outreach)	2024	1,230,000
	Delaware Valley Regional Planning Commission	Executive Director	2022	Multi
	Ferguson Township	Planning and Zoning Director (Virtual)	2024	18,300
South Carolina	Lancaster County	Development Services Division Director	2023	100,336
Tennessee	Collierville	Director of Community and Economic Development (Virtual)	2024	51,600
Texas	Austin	Assistant Director of Planning & Development Review Dept. (2)	2014	885,000
	Dallas	Director of Planning & Urban Design	2023	1,300,000
	Garland	Planning & Community Development Director	2014	233,206
Virginia	Hampton	Economic Development Director	2023	137,436
	Roanoke	Director of Economic Development	2021	100,220
Wisconsin	Baraboo	Executive Director - Community Development Authority	2010	12,048
	Beloit (City)	Economic Development Director	2020	36,966
	Franklin	Economic Development Director	2015	36,155
	Franklin	Economic Development Director	2018	36,155
	Franklin	Planning Manager	2019	36,155
	Green Bay	Plan Review Administrator	2015	104,779
	Marshfield	Development Services Director (Professional Outreach)	2022	18,929
	Oak Creek	Community Development Director	2023	35,243
	Oak Creek	Zoning Administrator (Professional Outreach)	2019	35,243
	Prairie du Chien	City Planner (Hybrid) (Professional Outreach)	2023	5,900
	Sun Prairie	Director of Economic Development	2021	32,894
	Wausau	Development Director	2021	39,160
	Wauwatosa	Economic Development Director	2009	47,000
	Whitewater	Economic Development Director (Professional Outreach)	2023	14,300
Wyoming	Teton County	Planner & Building Services Director (Professional Outreach)	2019	21,500