

City of Salem

Executive Search Services – City Manager

PROPOSAL / December 6, 2021



December 6, 2021

Shawna Self, CPPB
Contracts and Procurement Manager
City of Salem
555 Liberty St SE RM 220
Salem OR 97301

Subject: Proposal for Executive Search Services

Dear Mr. Powers:

We are pleased to submit this proposal for executive search services. Our focus has always been to help local government and utility clients solve their financial, organizational, and technology challenges. We are dedicated to providing management consulting services, including executive search, to local governments and the utility industry.

The Novak Consulting Group (TNCG) and Raftelis have always shared a focus on delivering lasting solutions for local government agencies. In January 2020, TNCG joined Raftelis. Today, we provide our clients with wide-ranging capabilities and resources in financial, management, technology, and communications consulting for all areas of local government. Our clients now have the expertise of more than 120 of the country's leading local government consultants. We know that our combined capabilities and resources will provide added value to our clients.

Our project team for the City comprises skilled professionals, seasoned in local government management with search experience across the country. Our team has completed over 210 searches, including a strong network in Oregon and the Pacific Northwest. We have had significant success in identifying and retaining ideal candidates who meet each organization's unique set of needs and expectations. We are confident our approach will result in a successful leader for the organization. Our mission is to strengthen communities, and we do this by helping them find the best leaders to help move their organizations forward.

We look forward to the opportunity to serve the City of Salem. If you have any questions, please contact Catherine Tuck Parrish, our executive search practice leader, using the following contact information:

Catherine Tuck Parrish, Vice President
Phone: 240.832.1778 / Email: ctuckparrish@raftelis.com

Sincerely,

A handwritten signature in black ink, appearing to read 'Julia Novak'.

Julia Novak
Executive Vice President



Making our world better.

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

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

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



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

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

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Who We Are

RAFTELIS AND THE NOVAK CONSULTING GROUP, HELPING LOCAL GOVERNMENTS AND UTILITIES THRIVE.

Local government and utility leaders partner with Raftelis to transform their organizations by enhancing performance, planning for the future, identifying top talent, improving their financial condition, and telling their story. We've helped more than 600 organizations in the last year alone. We provide trusted advice, and our experts include former municipal and utility leaders with decades of hands-on experience running successful organizations. People who lead local governments and utilities are innovators—constantly seeking ways to provide better service to the communities that rely on them. Raftelis provides management consulting expertise and insights that help bring about the change that our clients seek.

TNCG is Now Raftelis

The Novak Consulting Group and Raftelis have always shared a focus on delivering lasting solutions for local government agencies. In January 2020, The Novak Consulting Group joined Raftelis. Today, we provide our clients with wide-ranging capabilities and resources in financial, management, technology, and communications consulting for all areas of local government. Our clients now have the expertise of more than 120 of the country's leading local government and utility consultants, who have decades of experience. We know that our combined capabilities and resources will provide added value to our clients, and we're excited about what we can accomplish together.

[+ VISIT **RAFTELIS.COM** TO LEARN MORE](#)



We believe that Raftelis is the *right fit* for this project. We provide several key factors that will benefit the City of Salem and help to make this project a success.



RESOURCES & EXPERTISE

This engagement will require the resources necessary to effectively recruit for your unique position and the skillsets to complete all of the required components. With more than 120 consultants, Raftelis has one of the largest local government management and financial consulting practices in the nation. Our depth of resources will allow us to provide Salem with the technical expertise necessary to meet your objectives. In addition to having many of the industry's leading management and financial consultants, we also have experts in key related areas, like stakeholder engagement and data analytics, to provide additional insights as needed.



DECADES OF COLLECTIVE EXPERIENCE

Our associates and subject matter experts have decades of experience in strengthening local municipalities and nonprofit organizations. They've served in a wide range of positions, from city manager to public works director to chief of police.



PERSONAL SERVICE FROM SENIOR-LEVEL CONSULTANTS

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



NICHE EXPERTISE

Our expertise lies in strengthening public-sector organizations. We're consulting specialists rather than generalists, focusing our strengths to do a highly effective job for a specific group of clients.

Firm Capabilities



FINANCE

Meet your goals while maintaining a financially sustainable organization

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



COMMUNICATION

Communicate strategically to build an informed, supportive community

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



STRATEGIC PLANNING

Set the direction for the future of your organization and community

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



ORGANIZATION

Plan for long-term sustainability and operate with maximum efficiency

- Organizational and operational assessments
- Stormwater utility development and implementation support
- Performance measurement
- Staffing analysis
- Organizational climate and culture
- Asset management and operations
- Regional collaboration and service sharing



TECHNOLOGY

Use your data and technology to improve experience and gain valuable insights

- Billing, permitting, and customer information audits
- Business process development
- Data management, analytics, and visualization
- Performance measurement and dashboarding
- Software solutions
- Website development



EXECUTIVE RECRUITMENT

Identify top talent to lead local governments and utilities

Executive Search Approach

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

Inquiring, Understanding, and Defining

Each of our clients has a unique culture and set of objectives. Because selecting the right individual is critical to success, we begin our relationship by conducting a needs assessment to identify the specific benchmarks the search must accomplish. We will identify qualifications and requirements as well as map out the new hire's first-year goals, so both our client and the employee remain on the same track for success. We will build an accurate position profile, thus ensuring we attract the right people for the position.

Candidate Search and Evaluation

To reach the right candidates, Raftelis customizes each search process to fit the client's needs. Often, the professionals who best fit an open position are already employed and not searching for a traditional job posting. So, we leverage our extensive, diverse professional network to attract the best talent nationwide. We have been successful in identifying a candidate pool that is racially, ethnically, and gender diverse. We are committed to helping local government leadership positions reflect the communities they serve. We work closely with several organizations that support this goal, and we advertise in national publications that target people of color and women, including the National Forum of Black Public Administrators (NFBPA), Local Government Hispanic Network, and the League of Women in Government. We intentionally seek well-qualified women and people of color, so our clients have excellent choices. Once the right candidates are found, we help manage the hiring process from interviews to background checks. Our in-depth service empowers clients to achieve their goals at every step.



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

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

Supporting Success

We support the top candidate's long-term success by creating a goals-driven work plan actionable from day one. Many firms focus solely on finding qualified applicants, leaving the client on their own once the position is filled. Our team, however, uses the objectives gathered during the inquiry stage to prepare new hires for their first year. We follow up to ensure continued progress, productivity, and satisfaction for the employee and our client.

We take a tailored, goals-based approach to each recruitment. By looking beyond the hiring process, our holistic view ensures that each candidate will fit the role as well as the organization. In the end, we are not just looking for a successful professional; we are finding the right employee to be successful in their new position long after they are hired.

Work Plan

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

Activity 1 – Develop Candidate Profile

We will begin this engagement by developing a clear picture of the ideal candidate for this position. Our team will first meet with the Mayor and each City Councilor. We will discuss not just the technical skills needed for the position, but what makes for the right organizational fit in terms of traits and experiences. We will also meet with the City Manager and Executive Leadership to gather their input.

In order to solicit input from other key community stakeholders, we will conduct an online survey, if desired, to seek their feedback regarding traits, skills, and experiences for the ideal candidate.

We generally conduct our initial work, candidate review meeting, and interviews in person and are well-situated to do that. However, we can facilitate this work via video calls, online mechanisms, or small group meetings to adhere to local public health protocols. We have done this successfully for all phases of recruitments based on our clients' needs.

Based on the information learned from our meetings, we will develop a recruitment plan that includes Oregon, the Pacific Northwest, and the nation. We will prepare a position profile that is unique to the City of Salem. The profile will identify the organization's needs, the strategic challenges of the position, and the personal and professional characteristics of the ideal candidate. This document drives the recruitment. It focuses our efforts on the most capable candidates, and it helps us to persuade candidates to pursue the position.

We will also develop first-year organizational goals for the successful candidate. These goals will ensure that the applicants know what will be expected of them should they be hired, the City has thought about what it wants the person to accomplish in the first year, and the successful candidate can hit the ground running with a work plan. Once drafted, we will review the recruitment plan, position profile, and first-year goals with the hiring manager. Modifications will be made as necessary before recruitment begins.

DELIVERABLES:

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

Activity 2 – Conduct Active Recruitment and Screening

As part of the recruitment plan, we will identify key states and metro areas to focus our targeted recruitment. We will prepare and place advertisements in state and national publications and websites to attract candidates from throughout the United States. While this will be a national search, we will target our efforts to those key areas identified in the recruitment plan.

We will place job postings with national, state, and regional professional organizations such as International City/County Management Association (ICMA), League of Oregon Cities (LOC), Engaging Local Government Leaders (ELGL), national and state professional associations that are appropriate for the position, and other places as identified in the recruitment plan.

As soon as the advertisements are completed, we will begin the process of actively and aggressively marketing the position and identifying qualified candidates for assessment. We will pinpoint individuals and jurisdictions to reach out to directly through phone and email. We will also utilize social media (LinkedIn, Twitter, and Facebook) to broaden our reach. We have found that this combination of outreach is an effective way to reach top applicants, especially those who are not currently in the job market but may be willing to consider a move to an excellent organization like the City of Salem.

We will reach out to the applicants in our extensive database as well as the prospective candidates we have targeted in previous recruitments for similar jurisdictions. We will also develop a list of additional candidates to pursue based on the City's unique needs. Our outreach includes seeking well-qualified women and people of color and encouraging them to apply.

As applications are received, we will acknowledge each one and keep applicants aware of the status of the process. We will screen each applicant against the position profile and first-year goals. We will conduct interviews via phone or videoconference with those who most closely meet the profile to learn more about their interest, qualifications, and experience for this position. A written summary of these candidates will be prepared and shared with the City. We will then meet with the City Council to review the entire list (if desired) as well as the most qualified candidates who have the requisite skills, experiences, and traits needed for success in the position. Based on the Council's direction, we will finalize a list of four to six candidates to invite for in-person interviews.

DELIVERABLES

- Placement of ads and job postings
- Targeted outreach to passive candidates
- Candidate review materials including screening results and internet search

Activity 3 – Support Interviews and Selection

Each person you wish to interview will then be contacted again by our recruitment team. We will plan and facilitate a multi-step interview process specific to the position. The process could include writing exercises, presentations, panel interviews, tours, and a department director or key staff meet-and-greet. A book that contains customized interview questions and information about each of the candidates invited to interview will be provided to those involved in the interview process. We will also facilitate pre- and post-interview briefings.

We will coordinate the logistics of the process and provide the candidates with the details along with any travel policy requirements or other information. We will also work with a City contact to ensure a suitable venue is arranged for the interviews. Expenses for the candidates will be borne and reimbursed directly by the City.

The City will select the top candidate. Our team can help make a well-informed choice by framing what we have learned about the candidates in the context of the position and its requirements. We will speak with candidates' references to confirm the strength of their credentials. We will also conduct a media check to review published information found in search engines, online publications, and social media. Reference and background checks will be performed on the top candidates, including but not limited to education, credentials, employment history, criminal background check, civil litigation check, and credit history.

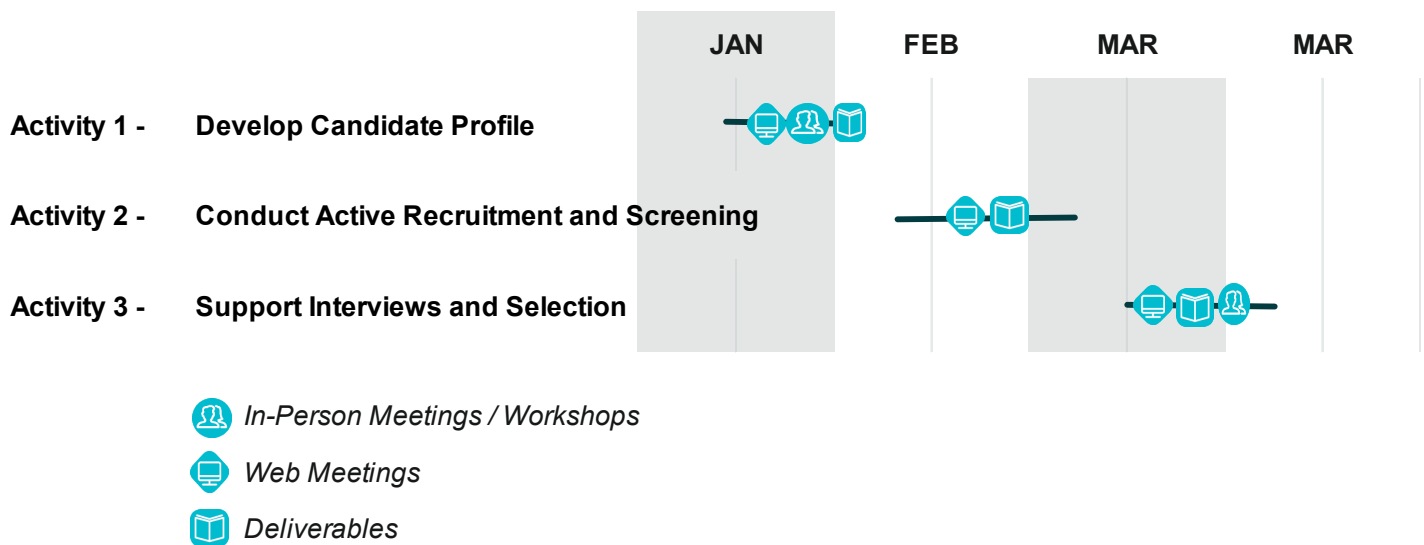
We also can assist in negotiating the employment offer. We will provide information about best practices in salary and total compensation, and we will have obtained information on the candidate's salary. We will keep candidates apprised of their status and release them at the appropriate time.

DELIVERABLES

- Interview book materials including references and background checks

Recruitment Timeline

Included below is a draft timeline. We expect to review this with the City during Activity 1 and adjust it as necessary as we develop the recruitment plan.



Recent Executive Search Experience

Client		Position
AZ	Clarkdale	Town Manager
AZ	Cottonwood	City Manager
AZ	Oro Valley	Chief Financial Officer
AZ	Oro Valley	Police Chief
AZ	Payson	Town Manager
AZ	Peoria	Human Resources Director
AZ	Scottsdale	Economic Development Director
AZ	Yuma	City Administrator
CO	Aspen	Community Development Director
CO	Boulder	City Manager
CO	Boulder	HRIS Manager
CO	Boulder	Human Resources Director
CO	Boulder	Independent Police Monitor
CO	Boulder	Planning and Development Services Director
CO	Boulder	Total Rewards Senior Manager
CO	Fort Collins	Deputy City Manager
CO	Lafayette	City Administrator
CO	Louisville	City Manager
CO	Louisville	Director of Parks and Recreation
CO	Louisville	Director of Planning and Building Safety
CO	Loveland	Budget Manager*
CO	Loveland	Chief Financial Officer*
CO	Loveland	Economic Development Director*
CO	Northglenn	Human Resources Director
CT	Greenwich	Town Administrator
CT	Mansfield	Town Manager
CT	Meriden	City Manager
CT	Windsor	Police Chief
DE	Kent County	County Engineer/Public Works Director

Client		Position
DE	Lewes	Municipal Planning and Development Officer
DE	Milford	City Manager
DE	Milton	Town Manager
DE	Rehoboth Beach	City Manager
IA	Cedar Rapids	Utilities Director
IL	Peoria County	Director, Animal Protection Services
IN	Bloomington	Traffic and Transportation Engineer
KS	Baldwin City	City Administrative Officer
KS	Edgerton	Building Inspector
KS	Edgerton	Community Development Director
KS	Johnson County	Human Resources Director
KS	Merriam	Finance Director
KS	Tonganoxie	City Manager
LA	Orleans Parish School Board	Chief Operations Officer
MD	Aberdeen	Director of APG Privatization
MD	Aberdeen	Police Chief
MD	Aberdeen	Public Works Director
MD	Berwyn Heights	Code Supervisor
MD	Berwyn Heights	Town Administrator
MD	Cambridge	City Manager
MD	Charles County	Director of Community Services*
MD	Charles County	Engineer IV*
MD	Gaithersburg	City Manager
MD	Gaithersburg	Director of Finance and Administration
MD	Gaithersburg	Engineering Services Division Chief
MD	Gaithersburg	Finance Director
MD	Gaithersburg	Public Works Director
MD	Garrett Park	Town Manager
MD	La Plata	Planning Director

Client		Position
MD	La Plata	Police Chief
MD	La Plata	Town Manager
MD	La Plata	Town Treasurer
MD	Mount Rainier	City Manager
MD	New Carrollton	City Administrative Officer
MD	Ocean Pines Association	General Manager
MD	Riverdale Park	Town Manager
MD	Rockville	City Manager
MD	Rockville	Community Planning and Development Services Director
MD	Sykesville	Town Manager
MD	Takoma Park	Deputy City Manager*
MD	Westminster	Finance Director
MD	Westminster	Human Resources Director
MI	Ann Arbor	Human Resources Director
MI	Novi	Assistant City Manager
MI	Novi	Finance Director
MI	Oakland County	Human Resources Director
MI	Rochester Hills	Chief Financial Officer
MO	Chesterfield	City Administrator
MO	Clayton	City Manager
MO	Lee's Summit	Human Resources Director
MT	Helena	City Manager
NH	Keene	City Manager
NM	Las Cruces	City Manager
NY	Batavia	City Manager
NY	Oneonta	City Manager
OH	Centerville	City Manager
OH	Cleveland Heights	City Manager
OH	Cleveland Heights	Finance Director

Client		Position
OH	Dayton	Financial Officer
OH	Dublin	City Manager
OH	Dublin	Director of Public Service
OH	Granville	Village Manager
OH	Hilliard	City Manager
OH	Hudson	City Manager
OH	Jackson Township	Township Administrator
OH	Miami Township	Township Administrator
OH	Moraine	City Manager
OH	Oberlin	Fire Chief
OH	Oberlin	Police Chief
OH	Portsmouth	City Manager
OH	Prairie Township	Township Administrator
OH	Sandusky	City Manager
OH	Solid Waste Authority of Central Ohio (SWACO)	Director of Administration
OH	The Port - an Ohio Port Authority	Industrial Development Manager
OH	The Port - an Ohio Port Authority	Vice President of Communications and Marketing
OH	The Port - an Ohio Port Authority	Vice President of Economic Equity
OH	Union County	County Administrator
OH	Upper Arlington	Assistant City Manager*
OH	Upper Arlington	Police Chief
OH	Washington Township	Township Administrator
OH	West Chester Township	Township Administrator
OH	Westerville	City Manager
OH	Westerville	Deputy Director of Planning and Development
OH	Westerville	Finance Director
OH	Worthington	Assistant Fire Chief
OR	Beaverton	Interim City Manager
OR	Hillsboro	Library Director

Client		Position
OR	Hood River	Public Works Director
OR	Lake Oswego	City Attorney
OR	Lane County	Public Works Director
OR	Newberg	Assistant City Manager
OR	Newberg	Public Works Director
OR	Washington County	County Administrator
OR	Washington County	County Counsel
OR	Washington County	Interim County Administrator
PA	Breakneck Creek Regional Authority	Manager
PA	Carlisle Borough	Police Chief
PA	Farrell	City Manager
TX	Abilene	City Engineer
TX	Abilene	Library Director
TX	Lancaster	Assistant City Manager
TX	Lancaster	Finance Director
TX	University Park	Human Resources Director
VA	Albemarle County	Chief Financial Officer
VA	Alexandria	Controller
VA	Arlington County	Central Library Services Division Chief*
VA	Arlington County	Housing Director*
VA	Ashland	Town Manager
VA	Bedford County	County Administrator
VA	Bedford County	Deputy Fire Chief*
VA	Bedford County	Finance Director
VA	Fairfax	City Manager
VA	Fairfax	Police Chief
VA	Fairfax County	County Executive
VA	Fairfax County	Deputy County Executive
VA	Harrisonburg	City Manager
VA	Harrisonburg	Human Resources Director

Client		Position
VA	Harrisonburg	Police Chief
VA	Leesburg	Town Attorney
VA	Loudoun County	Animal Services Director
VA	Loudoun County	Assistant County Administrator
VA	Loudoun County	Assistant Director of Human Resources
VA	Loudoun County	Chief Financial Officer
VA	Loudoun County	County Attorney
VA	Loudoun County	Economic Development Director
VA	Loudoun County	Family Services Director
VA	Loudoun County	Finance Director
VA	Loudoun County	Mapping and Geographic Information Director
VA	Loudoun County	Mental Health, Substance Abuse, and Developmental Services Director
VA	Loudoun County	Parks, Recreation, and Community Services Director
VA	Loudoun County	Planning and Zoning Director
VA	Loudoun County	Systemwide Fire Chief
VA	Newport News	Engineering Director
VA	Newport News	Waterworks Director
VA	Virginia Retirement System	Human Resources Director
VA	Warrenton	Town Manager
WA	Camas	City Administrator
WA	Sammamish	Public Works Director
WA	Shoreline	Administrative Services Director
WA	Shoreline	City Manager
WA	Shoreline	Human Resources and Organizational Development Director
WA	Spokane Regional Health District	Deputy Administrative Officer
WI	Central Brown County Water Authority	Manager
WI	Mequon	City Administrator
WV	Morgantown	City Manager

References

Raftelis is uniquely positioned to perform this recruitment because of our knowledge of local government and our extensive network across the nation. Our clients tell us we are more than just consultants—we are trusted advisors. The following table lists a few comparable recruitments we have conducted and references for each of them.

Client	Reference
Washington County, Oregon <ul style="list-style-type: none"> County Administrator (2019) County Counsel (2020) Interim County Administrator (2019) Assistant County Administrator (2021) 	<p>Kathryn Harrington, Chair (503) 846-8681 kathryn.harrington@oregonmetro.gov</p> <p>Sia Lindstrom, Interim Assistant County Administrator (503) 846-8853 Sia.Lindstrom@co.washington.or.us</p>
City of Hillsboro, Oregon <ul style="list-style-type: none"> Assistant City Manager (2020) Assistant City Manager, Community and Organizational Engagement (2018) Employee and Labor Relations Manager (2021) City Manager (2019) Fire Chief (2017) Human Resources Director (2012) Library Director (2014, 2020) Police Chief (2013) 	<p>Robby Hammond, City Manager (503) 681-5214 Robby.Hammond@hillsboro-oregon.gov</p> <p>Lisa Colling, Human Resources Director (503) 681-6460 Lisa.Colling@hillsboro-oregon.gov</p>
City of Boulder, Colorado <ul style="list-style-type: none"> City Attorney (2021) City Manager (2020) HRIS Manager (2020) Human Resources Senior Manager (2020) Human Resources Director (2017) Independent Police Monitor (2020) Planning and Development Services Director (2020) Total Rewards Senior Manager (2020) 	<p>Chris Meschuk, Deputy City Manager (303) 441-3388 MeschukC@bouldercolorado.gov</p> <p>Aimee Kane, Program and Project Manager (303) 441-4235 KaneA@bouldercolorado.gov</p> <p>Jen Sprinkle, Human Resources Director (303) 441-3048 SprinkleJ@bouldercolorado.gov</p>

Catherine Tuck Parrish

PROJECT DIRECTOR/LEAD RECRUITER

Vice President – Executive Search

PROFILE

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

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

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

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



Specialties

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

Professional History

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

Education

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

Professional Memberships

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

Heather Gantz

LEAD RECRUITER

Manager

PROFILE

Heather has over 20 years of leadership experience in recruiting, talent acquisition, and executive search, with the last 13 years focused on local government. She leads executive searches for the firm, where she is known for her thoroughness as well as engendering trusting relationships with both the client and candidate while providing exceptional customer service throughout the process.

Heather has conducted over 65 searches in the public sector. She has delivered positive search outcomes for dozens of high profile public organizations and is an expert at guiding strategy and tailoring outreach to find even the most niche candidates. Heather has successfully recruited for city and county managers and administrators, deputy and assistant managers, human resources, finance, community and economic development, public safety, parks and recreation, public works, and many more local government professionals. In addition, she has led numerous executive-level searches in the social/nonprofit sector and recruited leadership positions for technology, creative, accounting, and finance professionals in the private sector.

In addition to executive recruitment, Heather has experience supporting organizational effectiveness. She is known for providing effective leadership development and contributing to employee growth and development initiatives. Heather has advised individuals and small groups on career transition and job search strategies. Topics include knowledge and skill assessment, resume development, LinkedIn, networking, interview preparation, and salary and offer negotiation. Heather has also completed several leadership evaluations and performance reviews for local government leaders.

Heather has a passion for supporting diversity and innovation in the public sector. She served as an early Advisory Board Member for ELGL and remains an active and involved member in support of their mission of engaging the brightest minds in local government. In addition, Heather has served as a recurring speaker and presenter at the Northwest Women's Leadership Academy (NWWLA) in support of advancing women into leadership roles from a variety of backgrounds in local government.



Specialties

- Executive Search
- Leadership Development
- Employee Growth and Development
- Innovation
- Facilitation
- Project Management
- Community Engagement
- Diversity of Thought

Professional History

- Raftelis: Manager (2020-present)
- Waldron: Director (2007-2020)
- Private Sector Recruiter (1996-2007)

Education

- Bachelor of Arts in Business Management - University of Phoenix (2000)

Professional Memberships

- Engaging Local Government Leaders (ELGL)

Robert Colichio

RECRUITMENT SPECIALIST

Consultant

PROFILE

Robert has over seven years in full lifecycle recruiting, sourcing, interviewing, and professional coaching. As a recruiter Robert has engaged in searches within both the public and social sector. He has successfully worked on recruitments for city and county managers and administrators, deputy and assistant managers, and various director and managerial roles in human resources, finance, community and economic development, public safety, parks and recreation, and public works.

In addition to executive recruiting, Robert has over eight years of combined experience in professional development, career coaching, and career transition management. With over 500 clients served leading and coaching them through complicated organizational change ranging from individual executive employees transitions to large reductions in force. Work with these clients often included one-on-one coaching over the course of multiple months. Robert additionally hosted and development multiple large group workshops for companies. He further has extensive and diverse project management experience including technology changes and implementations.

Robert has a Master of Business Administration degree with an emphasis in organizational behavior and a Bachelor of Science in Business Administration with dual concentrations in operational management and marketing with a minor in economics.



Specialties

- Executive search
- Project management
- Facilitation
- Employee growth and development
- Data analysis

Professional History

- Raftelis: Consultant (2021-present)
- Waldron: Senior Consultant and Coach (2013-2021)
- Portland State University: Graduate Teaching Assistant (2010-2012)
- Private Sector Consultant: Strategic Planning and Marketing Development (2008-2012)
- Skanska USA: Project and Client Relations Coordinator (2006-2008)

Education

- Master of Business Administration in Organizational Behavior - Portland State University, School of Business (2012)
- Bachelor of Science in Business Administration - University of Oregon, Lundquist College of Business (2006)

Professional Memberships

- SHRM/PHRMA

Carly Trimboli

RECRUITMENT SPECIALIST

Associate Consultant

PROFILE

Before joining Raftelis in 2021, Carly served as the Associate Director of the University of Cincinnati Carl H. Lindner College of Business Career Services Center.

As an Associate Director for Career Services, Carly supervised several staff members and managed a caseload of over 600 undergraduate and graduate marketing students, providing career development and coaching services related to job search strategies. She partnered with local, regional, and national employers to identify and hire top talent. Carly also led curriculum design and content for all career-related courses required for business students through continuous improvement, data-driven decision making, and best practices for instructional pedagogy. *Creating and Improving a Career Success Strategies Course* was recently published in the National Association of Colleges and Employers Journal in late 2020. This publication analyzed confidence outcomes for undergraduate business students over a three-year period utilizing pre- and post-assessment data.

Prior to working in Career Services, Carly was an academic advisor for business students and a career counselor for UC's regional campus in Blue Ash, Ohio.

Carly has a Bachelor of Science in communication from Ohio University and a master's in counselor education (school counseling) from The Ohio State University.



Specialties

- Executive search
- Recruiting
- Data analysis

Professional History

- Raftelis: Associate Consultant (2021-present)
- University of Cincinnati Carl H. Lindner College of Business Career Services Center, Associate & Assistant Director (2015-2021)
- University of Cincinnati Carl H. Lindner College of Business Undergraduate Programs Office, Assistant Director (2013-2015)
- University of Cincinnati Blue Ash College, Career Counselor (2008-2013)

Education

- Master of Arts, School Counseling, The Ohio State University, Columbus, OH (2008)
- Bachelor of Science in Communication, Ohio University, Athens, OH (2006)

Price Proposal

The total fixed fee to complete the City Manager recruitment, as outlined in this proposal, is \$27,900. This includes all professional fees and expenses for Raftelis.

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

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

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

Activity 1 – \$9,200	After delivery of the recruitment documents <ul style="list-style-type: none">• Recruitment plan• Recruitment brochure• First-year goals
Activity 2 – \$10,910	After the candidate review
Activity 3 – \$7,790	After the interviews are completed

Hire Guarantee

If the selected candidate leaves the position for any reason within two years from signed offer, we will conduct a new search for no professional fee. We would only bill the City for direct expenses.