



March 21, 2017

Alla V. Skipper
Senior Contract Specialist
Finance/Purchasing Division
City of North Port
4970 City Hall Blvd
North Port, FL 34286

Dear Ms. Skipper;

Thank you for the opportunity to provide you with a proposal for the City Manager recruitment and selection process for the City of North Port. GovHR USA ("GovHR") prides itself on a tailored, personal approach to executive recruitment and selection, able to adapt to your specific requirements for the position.

Qualifications and Experience

GovHR is a public management consulting firm serving municipal clients and other public sector entities on a national basis. Our headquarters offices are in Northbrook, Illinois. We are a certified Female Business Enterprise in the State of Illinois, and work exclusively in the public sector. GovHR offers customized executive recruitment services and completes other management studies and consulting projects for communities. Please note the following key qualifications of our firm:

- Since our establishment in 2009, our consultants have conducted hundreds of recruitments in 24 states, with an increase in business of at least 30% each year. Twenty-eight (28%) of our clients are repeat clients, the best indicator of satisfaction with our services.
- Surveys of our clients show that 94% rate their overall experience with our firm as *Outstanding*, and indicate that they plan to use our services or highly recommend us in the future.
- Our state of the art processes, including extensive use of social media for candidate outreach and skype interviews with potential finalist candidates, ensure a successful recruitment for your organization.
- Our high quality, thorough Recruitment Brochure reflects the knowledge we will have about your community and your organization, and will provide important information to potential candidates.
- We provide a two-year guarantee for our recruitments. Less than 1% of our clients have had to invoke the guarantee.
- The firm has a total of twenty-two consultants, both generalists and specialists (public safety, public works, finance, parks, etc.), who are based in Arizona, Florida, Illinois, Indiana, Michigan, and Wisconsin, as well as five reference specialists and eight support staff.

Our consultants are experienced executive recruiters who have conducted over 600 recruitments, working with cities, counties, special districts and other governmental entities of all sizes throughout the

630 Dundee Road, Suite 130, Northbrook, Illinois 60062

Local: 847.380.3240 Toll Free: 855.68GovHR (855.684.6847) Fax: 866.401.3100 GovHRUSA.com

EXECUTIVE RECRUITMENT • INTERIM STAFFING • MANAGEMENT AND HUMAN RESOURCE CONSULTING

country. In addition, we have held leadership positions within local government, giving us an understanding of the complexities and challenges facing today's public sector leaders.

GovHR is led by Heidi Voorhees, President, and Joellen Earl, Chief Executive Officer. Ms. Voorhees previously spent 8 years with the nationally recognized public sector consulting firm, The PAR Group, and was President of The PAR Group from 2006 – 2009. Ms. Voorhees has conducted more than 240 recruitments in her management consulting career, with many of her clients repeat clients, attesting to the high quality of work performed for them. In addition to her 12 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service, with ten years as the Village Manager for the Village of Wilmette. Ms. Earl 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. Earl 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.

Consultant Assigned

GovHR Vice President Karl Nollenberger will be responsible for your recruitment and selection process. His contact information is: (847) 533-0145 and email knollenberger@govhrusa.com. Dr. Nollenberger's biography is attached to this Proposal.

A complete list of Dr. Nollenberger's and GovHR's clients is available on our website at www.govhrusa.com.

Scope of Work

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. GovHR clients are informed of the progress of a 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.

GovHR suggests the following approach to your recruitment, subject to your requests for modification:

Phase I – Position Assessment, Position Announcement and Brochure Development

Phase I will include the following steps:

- One-on-one interviews will be conducted with elected officials, staff and the public to develop our Recruitment Brochure. This important document outlines the expectations that the City Council has for its next City Manager, Position, providing us with the information we need to target our recruitment. During this process, we will assist you with establishing the salary for the position by conducting a salary survey of comparable communities, if requested.
- Development of a **Position Announcement**.
- Development of a detailed **Recruitment Brochure** for your review and approval.
- Agreement on a detailed **Recruitment Timetable** – a typical recruitment takes 90 days from the time you sign the contract until you are ready to appoint the finalist candidate.

Phase II – Advertising, Candidate Recruitment and Outreach

We make extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. In addition, our website is well known in the local government industry – we typically have 5,000 visits to our website each month. Finally, we develop a database customized to your recruitment and can do an email blast to thousands of potential candidates.

Phase II will include the following steps:

- Placement of the Position Announcement in appropriate professional online publications. In addition to public sector publications and websites, outreach will include LinkedIn and other private sector resources. We can provide the Council with a list of where we intend to place the position announcement, if requested.
- The development of a database of potential candidates from across the country unique to the position and to North Port, focusing on the leadership and management skills identified in Phase I as well as size of organization, and experience in addressing challenges and opportunities also outlined in Phase I. This database can range from several hundred to thousands of names depending on the parameters established for the outreach. Outreach will be done in person, and through e-mail and telephone contacts. GovHR consultants have extensive knowledge of the municipal government industry and will personally identify and contact potential candidates. With more than 600 collective years of municipal and consulting experience among our consultants, we often have inside knowledge about candidates.

Phase III – Candidate Evaluation and Screening

Phase III will include the following steps:

- Review and evaluation of candidates' credentials considering the criteria outlined in the Recruitment Brochure.

Candidates will be interviewed by skype or facetime to fully grasp their qualifications, experience and interpersonal skills. The interviews include asking specific questions about their experiences and skill sets as well as asking questions specific to the Position. We will ask follow up questions and probe specific areas. By utilizing skype or facetime we will have an assessment of their verbal skills and their level of energy for and interest in the position.

Optional: One-way video Interview where finalist candidates answer interview questions on their own time. It's convenient for them and incredibly insightful for you. A link to each candidate video can be emailed to you for your review.

- Formal and informal references and an internet/social media search of each candidate will be conducted to further verify candidates' abilities, work ethic, management and leadership skills, analytical skills, interpersonal skills, ability to interact with the media, and any areas identified for improvement.
- All résumés will be acknowledged and contacts and inquiries from candidates will be personally handled by GovHR, ensuring that the City's process is professional and well regarded by all who participate.

Phase IV – Presentation of Recommended Candidates

Phase IV will include the following steps:

- GovHR will prepare a Recruitment Report that presents the credentials of those candidates most qualified for the position. You will advise us of the number of reports you will need for the individuals involved in this phase of the recruitment and selection process. We provide a binder which contains the candidate's cover letter and résumé. In addition, we prepare a "mini" résumé for each candidate, so that each candidate's credentials are presented in a uniform way. GovHR will provide you with a log of all candidates who applied. You may also review all the résumés, if requested.
- GovHR will meet with you on-site to review the Recruitment Report and expand upon the information provided. The report will arrive two to three days in advance of the meeting, giving you the opportunity to fully review it. In addition to the written report, we will spend 2 to 3 hours discussing the candidates by reviewing their skype interviews and providing excerpts from the references we will have conducted on the individuals.

Phase V –Interviewing Process

Phase V will include the following steps:

- After the Recruitment Report is presented, the Interviewing Process will be finalized including the discussion of any specific components you deem appropriate, such as a writing sample or oral presentation.
- GovHR will develop the first and second round interview questions for your review and comment. GovHR will provide you with interview books that include the credentials each candidate submits, a set of questions with room for interviewers to make notes, and evaluation sheets to assist interviewers in assessing the candidate's skills and abilities.
- GovHR will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations. In addition to a structured interview with the City, the schedule will incorporate a tour of North Port's facilities and interviews with senior staff, if the City so desires.
- Once candidates for interview are selected, additional references will be contacted, along with verification of educational credentials, criminal court, credit, and motor vehicle and records checks.
- GovHR recommends a two-step interviewing process with (typically) five or six candidates interviewed in the first round. Following this round, we strongly suggest that two or three candidates are selected for second round interviews. Again, we will prepare a second round of interview questions and an evaluation sheet.
- GovHR consultants will be present for all the interviews, serving as a resource and facilitator.

Phase VI – Appointment of Candidate

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

Philosophy

Executive search is an important decision-making process for a community and our primary goal is to help our client to make a good decision. Our firm's executive recruitment philosophy embraces a professional process of integrity, trust, and respect toward all parties involved, and complete commitment toward meeting the expressed needs and desires of our client. All of our services are handled by principals of the firm who have established and well-regarded reputations in the search field, as well as actual operating experience in the public management fields in which they now consult. Each has impeccable professional credentials and unblemished personal reputations. Keeping both our client and prospective candidates informed on the status of the recruitment on a regular basis is also an important part of our recruitment process. Our work is carried out in an open manner with particular attention given toward seeking out critical factors of a client's organization and governance, and utilizing such information respectfully and discreetly in seeking out candidates who truly have the ability to meet the expectations and needs of the client—working strenuously in developing a fully qualified, “best match” candidate pool for client consideration. Our process includes assistance in the critical final interview and selection phases of the recruitment, and availability to both client and candidate for months following the appointment. Our process was developed and refined over the years to meet the special, and often unique, needs and circumstances facing our local government, public management, and related not-for-profit clients.

Optional 360° Evaluation

As a service to the City, we offer the option to provide you with a proposal for a 360° performance evaluation for the appointed City Manager at about six months into his or her employment. This evaluation will include seeking feedback from both Elected Officials and Department Directors, along with any other constituent 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, GovHR USA will prepare a proposal for this service.

Recruitment Schedule

A detailed recruitment schedule will be provided in Phase I. The recruitment and selection process typically takes 90 days from the time the contract is signed until the candidate is appointed. We can work with you on a shorter process, should you so desire.

Our typical recruitment process includes the following milestones and deliverables:

| | |
|---------------|---|
| ➤ Weeks 1 - 2 | On-site interviews of City officials and staff, development and approval of recruitment brochure Deliverable: recruitment brochure |
| ➤ Weeks 3 - 8 | Placement of professional announcements; candidate identification, screening, interview and evaluation by consultant |
| ➤ Week 9 | Consultant recommendation to the Council of qualified candidates Deliverable: recruitment report |
| ➤ Week 10 | Selection of candidate finalists by the Council; additional background and reference checks, report preparation and presentation Deliverable: interview reports including suggested questions and evaluation sheets |

| | |
|---------------|---|
| ➤ Weeks 11-12 | Interviews of selected finalist candidates; Council recommendation of final candidate; negotiation, offer, acceptance and appointment |
|---------------|---|

| Summary of Costs | Price |
|---|-------------------|
| Recruitment Fee: | \$13,500 |
| Recruitment Expenses: (not to exceed) ➤ Expenses include consultant travel, postage/shipping, telephone, support services, candidate due diligence efforts. copying etc. | 5,000 |
| Advertising: *Advertising costs over \$2,500 will be placed only with client approval. If less than \$2,500, Client is billed only for actual cost. | 2,500* |
| Total: | \$21,000** |

**This fee does not include travel and accommodations for candidates interviewed. Recruitment brochures are produced as electronic files. Printed brochures can be provided, if requested, for an additional cost of \$900.

The above cost proposal is predicated upon three consultant visits to North Port; the first for the recruitment brochure interview process; the second to present recommended candidates; and the third for the candidate interview process. Any additional consultant visits requested by the City may result in an increase in the travel expenses and those expenses will be billed to the Client.

Payment for Fees and Services

Professional fees and expenses will be invoiced as follows:

1st Payment: 1/3 of the Recruitment Fee (invoice sent upon acceptance of our proposal).

2nd Payment: 1/3 of the Recruitment Fee and expenses incurred to date (invoice sent following the recommendation of candidates).

Final Payment: 1/3 of the Recruitment Fee and all remaining expenses (invoice sent after recruitment is completed).

Recruitment expenses and the costs for printing the Recruitment Brochure will be itemized in detail. Payment of invoices is due within thirty (30) days of receipt (unless the client advises that its normal payment procedures require 60 days.)

GovHR Guarantee

It is the policy of GovHR to assist our clients until an acceptable candidate is appointed to the position. Therefore, no additional professional fee would be incurred should the Client not make a selection from the initial group of recommended candidates and request additional candidates be developed for interview consideration. Additional reimbursable expenses may be incurred should the situation require consultant travel to North Port beyond the planned three visits.

Upon appointment of a candidate, GovHR 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 24 months of appointment, we will, if desired, conduct another search for the cost of expenses and announcements only, if requested to do so within six months of the employee's departure.

In addition, in accordance with the policy of our firm as well as established ethics in the executive search industry, we will not actively recruit the placed employees for a period of five years.

Why Choose GovHR?

We ask you to consider the following as you deliberate:

- We are a leader in the field of local government recruitment and selection with experience in more than 24 states, in communities ranging in population from 1,000 to 1,000,000. More than 28% of our clients are repeat clients showing a high level of satisfaction with our work. We encourage you to call any of our previous clients.
- We are committed to bringing a diverse pool of candidates to your recruitment process. We network extensively with state, city and county management associations, attending more than 20 state and national conferences each year. In addition, we support and attend the meetings of Women Leading Government, the International Hispanic Network, the California Network of Asian Public Administrators, and the National Forum for Black Public Administrators.
- We conduct comprehensive due diligence on candidates. Before we recommend a candidate to you, we will have interviewed them via Skype, conducted reference calls, and media and social media searches. Our knowledge of local government ensures that we can ask probing questions that will verify their expertise.
- We are your partners in this important process. You are welcome to review all the resumes we receive and we will share our honest assessment of the candidates.
- Our goal is your complete satisfaction. We are committed to working with you until you find the candidate that is the best fit for your position.

We believe we have provided you with a comprehensive proposal; however, if you would like a service that you do not see in our proposal, please let us know. We can most likely accommodate your request.

This proposal will remain in effect for a period of six months from the date of the proposal. We look forward to working with you on this recruitment and selection process!

Sincerely,



Heidi J. Voorhees
President
GovHR USA

Attachment: Consultant Biography

ACCEPTED BY THE CITY OF NORTH PORT, FLORIDA

BY: _____

TITLE: _____

CONSULTANT BIOGRAPHY

Karl Nollenberger, Ph.D. **Vice President**

Dr. Nollenberger is Vice President of GovHR USA, specializing in management consulting assignments, executive search and financial evaluation. He has over 34 years of experience in government, management consulting and private sector. He has served in management positions in eight local governments in five states. Dr. Nollenberger has worked on several executive recruitments for GovHR USA and Voorhees Associates, including City Administrator recruitments in Effingham, Illinois and Washington, Iowa, and City Managers in Burlington, Iowa, Webster City, Iowa, Battle Creek and Kalamazoo, Michigan, and Fond du Lac, Janesville and Whitewater, Wisconsin. He is currently conducting City Administrator searches for Bondurant, Iowa and Newton, Iowa.

Dr. Nollenberger has extensive leadership and chief executive experience in city and county governments. While City Manager of Muscatine, Iowa; Richfield, Minnesota; Beaumont, Texas; and Duluth, Minnesota and County Administrator of St. Louis County, Minnesota and Lake County, Illinois, he developed and implemented significant organizational changes. In addition, he implemented financial management policies and systems that stabilized the financial affairs of the communities. Dr. Nollenberger has managed organizations from 200 to 2800 employees. He also served as a Finance Director and as Assistant Finance Director in two communities in Iowa and Colorado.

Dr. Nollenberger worked as a management consultant with one of the then "big eight" accounting firms serving clients in local governments. He performed organizational studies for San Antonio, Arlington, and College Station, Texas and Bella Vista, Arkansas. He performed privatization studies for Austin and Beaumont, Texas. He has performed executive search engagements across the country. In addition, he has been responsible for or participated in financial forecasting and revenue analysis, implementation of personnel classification/compensation programs, productivity analysis and organizational restructuring, organizational effectiveness and team building, employee participation programs, labor relations/negotiations, economic development, downtown redevelopment, and capital budgeting/bond financing. Dr. Nollenberger recently revised the 4th edition text of the ICMA publication *Evaluating Financial Condition — A Handbook for Local Government*.

Dr. Nollenberger has been responsible for management in the areas of personnel, police, fire, public works, airports, transit, water & sewer, parks & recreation, planning, economic development, health, civic centers, housing, solid waste, libraries, engineering, liquor stores, finance, information systems and budget & research. He has also been responsible for management in the financial areas of accounting, revenue, purchasing, treasury, and debt management.

Dr. Nollenberger received his doctorate in Public Administration from the University of Illinois at Chicago. He has a Master's Degree in Public Administration from the University of Colorado and a Bachelor's of Business Administration degree in accounting from the University of Iowa.

Dr. Nollenberger has served as the President of the International City/County Management Association (1994-95). He is currently a Fellow of the National Academy of Public Administration (chartered by Congress). He has served in numerous other association positions in city and county government and presented at numerous conferences. He has taught courses for five universities in their Master's programs.

REQUEST FOR PROFESSIONAL SERVICES QUOTE NO. 2017-36
SUBMITTAL SIGNATURE FORM

The signature below is a guarantee that the proposer shall not withdraw his/her quote for a period of **ninety (90) days after the scheduled quote proposal due date**. If notified of the acceptance of the submittal, the undersigned agrees to **accept the form of contract designated in this RFP Quote by the City** for the stated compensation in the form as prescribed by the City.

The undersigned further certifies that he/she has read the Request for Proposal Quote, Terms and Conditions, Insurance Requirements and any other documentation relating to this request and this quotation is submitted with full knowledge and understanding of the requirements and time constraints noted herein.

As addenda are considered binding as if contained in the original specifications, it is critical that the contractor acknowledge receipt of same. The submittal may be considered void if receipt of an addendum is not acknowledged.

Addendum No. _____ Dated _____ Addendum No. _____ Dated _____
Addendum No. _____ Dated _____ Addendum No. _____ Dated _____

Company Information

Type of Organization (Please Check One):

Individual Ownership _____ Joint Venture _____ LLC/LLP _____
Partnership X Corporation _____ OTHER _____

Federal Identification Number: 27-0598897

Is this a Florida Corporation: ☐ Yes or ☒ No

If not a Florida Corporation,

In what state was it created: Illinois
Name as spelled in that State: GovHR USA, LLC

What kind of corporation is it: ☒ "For Profit" or ☐ "Not for Profit"

Is it in good standing: ☒ Yes or ☐ No

Authorized to transact business in Florida: ☒ Yes or ☐ No

State of Florida Department of State Certificate of Authority Document No.: M16000005245

Respondent shall submit proof that it is authorized to do business in the State of Florida unless registration is not required by law.

Does it use a registered fictitious name: ☐ Yes or ☒ No

DBA (if any): _____

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REQUEST FOR PROFESSIONAL SERVICES QUOTE NO. 2017-36
SUBMITTAL SIGNATURE FORM

Company Name GovHR USA

| | | |
|---------------------|--------------------------|---------------------|
| <u>847-380-3240</u> | <u>info@govhrusa.com</u> | <u>866-401-3100</u> |
| Telephone # | E-Mail | Fax # |

630 Dundee Road, Suite 130, Northbrook, IL 60062
Mailing Address

630 Dundee Road, Suite 130
Location Address

| | | |
|-------------------|-----------|--------------|
| <u>Northbrook</u> | <u>IL</u> | <u>60062</u> |
| City | State | Zip Code |

| | | |
|---------------------|--------------------------|---------------------|
| <u>847-380-3240</u> | <u>info@govhrusa.com</u> | <u>866-401-3100</u> |
| Telephone # | E-mail | Fax # |

Heidi Voorhees/President
Print Name & Title of Firm Representative (Contact Person)

| | |
|---|----------------|
| <u>Heidi Voorhees/President</u> | <u>3/20/17</u> |
| Print Name Of Person Authorized To Bind The Company | Date |


Signature Of Person Authorized To Bind The Company

Do you accept Visa as payment for goods/services? ☐ YES ☒ NO

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REQUEST FOR PROFESSIONAL SERVICES QUOTE NO. 2017-36
REFERENCES - CLIENT LIST – SUBMITTAL FORM

SUMMARY EXPERIENCE/QUALIFICATIONS/CLIENT LIST (List similar projects, with completion dates showing experience) (At least three (3) in the past five (5) years).

1. Project Location: City of Webster City, Iowa

Name of Contact Person: Mayor John Hawkins Telephone # 515-832-9151

Project Description: City Manager recruitment, 2016

Total Project Amount: \$ 21,000 Start Date: 5/11/16 Completion Date: 8/10/16

2. Project Location: City of Pekin, Illinois

Name of Contact Person: Mayor John McCabe Telephone # 309-477-2300

Project Description: City Manager recruitment, 2016

Total Project Amount: \$ 19,500 Start Date: 7/1/16 Completion Date: 11/1/16

3. Project Location: City of Newton, Iowa

Name of Contact Person: Mayor Mike Hansen Telephone # 641-792-2787

Project Description: City Administrator recruitment, 2016

Total Project Amount: \$ 21,000 Start Date: 10/19/16 Completion Date: 2/1/17

4. Project Location: Dunn County, Wisconsin

Name of Contact Person: Steve Rasmussen, County Board Chair Telephone # 715-231-6405

Project Description: County Manager recruitment, 2016

Total Project Amount: \$ 19,200 Start Date: 4/28/16 Completion Date: 8/1/16

FIRM NAME GovHR USA

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**REQUEST FOR PROFESSIONAL SERVICES QUOTE NO. 2017-36
CONFLICT OF INTEREST SUBMITTAL FORM**

F.S. §112.313 places limitations on public officers (including advisory board members) and employees' ability to contract with the City either directly or indirectly. Therefore, please indicate if the following applies:

PART I:

☐ I am an employee, public officer or advisory board member of the City
_____ (List Position or Board)

☐ I am the spouse or child of an employee, public officer or advisory board member of the City
Name: _____

☐ An employee, public officer or advisory board member of the City, or their spouse or child, is an officer, partner, director, or proprietor of Respondent or has a material interest in Respondent. "Material interest" means direct or indirect ownership of more than 5 percent of the total assets or capital stock of any business entity. For the purposes of [§112.313], indirect ownership does not include ownership by a spouse or minor child.
Name: _____

☐ Respondent employs or contracts with an employee, public officer or advisory board member of the City
Name: _____

☒ None of The Above

PART II:

Are you going to request an advisory board member waiver?

☐ I will request an advisory board member waiver under §112.313(12)

☐ I will NOT request an advisory board member waiver under §112.313(12)

☒ N/A

The City shall review any relationships which may be prohibited under the Florida Ethics Code and will disqualify any vendors whose conflicts are not waived or exempt.

BUSINESS NAME: GovHR USA, LLC

NAME (PER AUTHORIZED TO BIND THE COMPANY): Heidi Voorhees/President

SIGNATURE:  DATE: 3/20/17

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