



BLACK MOUNTAIN TOWN COUNCIL MINUTES

December 31, 2025 | Special Meeting Agenda | Time: 8:30 AM

Town Hall Council Chambers | 160 Midland Avenue, Black Mountain, NC 28711

Black Mountain Town Council held their special meeting agenda on Wednesday, December 31, 2025, at 8:30 AM in the Council Chambers of Town Hall, 160 Midland Avenue, Black Mountain, NC 28711.

1. CALL TO ORDER

Mayor C. Michael Sobol called the meeting to order at 8:32 a.m. with the following members in attendance: Mayor C. Michael Sobol, Town Council Member Alice Berry, Town Council Member Doug Hay, Town Council Member Pam King, Town Council Member Ryan Stone. *Vice Mayor Archie Pertiller was absent.*

The following staff members were present: Wesley Barker, Town Clerk and Susan Russo Klein, Attorney.

2. CLOSED SESSION - NCGS 143-318.11 (A)(3) CONSULT WITH ATTORNEY, ATTORNEY-CLIENT PRIVILEGE; AND NCGS 143-318.11(A)(6) PERSONNEL-RELATED.

Council Member Pam King made a motion to go into closed session pursuant to NC General Statute 143-318.11(a)(3) to consult with an attorney employed or retained by the public body in order to preserve the attorney-client privilege between the attorney and the public body, which privilege is hereby acknowledged., and N.C.G.S. 143-318.11 (a)(6): to consider the qualifications, competence, performance, character, fitness, conditions of appointment, or conditions of initial employment of an individual public officer. A vote of 4-0 in favor. Vice Mayor Archie Pertiller was absent.

The Council returned to open session at 9:05 a.m.

Council Member Pam King made a motion to exit closed session now that the purpose pursuant to NC General Statute 143-318.11(a)(3) to consult with an attorney employed or retained by the public body in order to preserve the attorney-client privilege between the attorney and the public body, which privilege is hereby acknowledged., and N.C.G.S. 143-318.11 (a)(6): to consider the qualifications, competence, performance, character, fitness, conditions of appointment, or conditions of initial employment of an individual

public officer, has been accomplished and to without a general account of such closed session so long as releasing the same would frustrate the purpose thereof. A vote of 4-0 in favor. Vice Mayor Archie Pertiller was absent.

3. DISCUSSION OF EXECUTIVE SEARCH FIRMS FOR TOWN MANAGER RECRUITMENT

Attorney Susan Russo Klein reviewed Executive Search Firm proposals that had been received in addition to those from the last meeting. All firms have been recommended by the NCLM. The proposals received were from the following:

1. Developmental Associates- NC-based full-service firm with a start-to-finish process including recruitment, stakeholder interviews, emotional intelligence analysis, and candidate negotiations. They estimate a 60-day period with a two-year guarantee. The proposed fee is \$25,500, not to exceed \$27,600. Background checks of candidates would be at an additional fee.
2. Mercer Group Associates - Florida-based full-service firm, one-year guarantee. A base fee of \$24,000 plus reimbursable expenses not to exceed \$5,000.
3. MGT- A full-service firm including advertising and background checks, job boards listings. A flat fee of \$26,000.
4. Piedmont Triad Regional Council - Uses a "word of mouth" recruitment and networking of managers, not a full-service firm. They would provide feedback on applicants and resumes received. A proposed fee of \$7,500.
5. Raftelis- Full-service firm with proposed cost of \$36,000-39,000.
6. SGR- Texas-based full-service firm, a cost of \$28,419 including advertising. Additional services are al la crate, but with additional costs. A cost of \$14,184 would occur for additional interviews if the first-round process is unsuccessful. The Town would provide costs for the candidates to travel. This would be a 12-week process with at 1-year guarantee.
7. Slavin Management Consultants- A Georgia-based full-service firm. This would be a 60–90-day process with a cost not to exceed \$25,203. The Town would pay the costs for candidate travel.

*****Copies of these proposals received are included at the end of these minutes.***

Discussion ensued among Council Members. Council Member Hay stated he would like to move forward and narrow down to two firms to move forward with. It was also mentioned that the interim Town Manager would continue any processes and involvement, after the permanent Town Manager leaves his role.

Additional discussion ensued concerning the Finance Director position and adding this to proposals with the search firms, if they would be interested in doing so. It was noted this would have an additional cost but have a level of commitment.

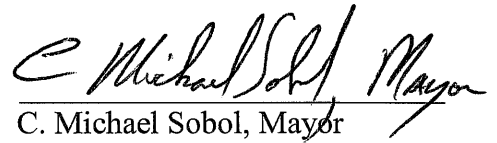
4. CONSIDERATION OF INTERIM TOWN MANAGER APPOINTMENT (IF APPLICABLE)

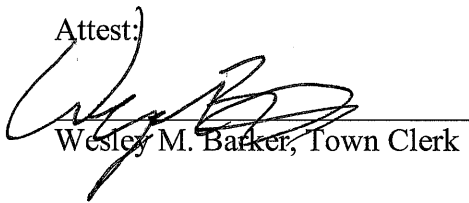
Council Member Doug Hay stated the Council is continuing discussion of interim Town Manager candidates. No action taken on this matter.

5. ADJOURNMENT

It was announced the Town Council would next meet in a special session on Monday, January 5, 2026 at 8:30 a.m. at Town Hall.

With no further business to be discussed, Mayor C. Michael Sobol adjourned the meeting at 9:32 a.m.


C. Michael Sobol, Mayor

Attest:

Wesley M. Barker, Town Clerk

Attachments: Copies of search firm proposals received.



COVER LETTER INFORMATION:

Incorporation: As a predominantly female-owned enterprise, Developmental Associates is a HUB-certified LLC (S) Corporation. *We are the only local government search firm located in North Carolina.*

Lead Consultant: Stephen Straus, Ph.D.

December 18, 2025

Mayor Mike Sobol and Black Mountain Town Council
160 Midland Avenue
Black Mountain, NC 28711

Dear Mayor Sobol and Town Council members:

Thank you for requesting our proposal for your upcoming Town Manager search.

We have worked with several jurisdictions in your area to hire their Managers. Three of those were recent:

- Mills River (2024)
- Weaverville (2025)
- Asheville (2025)

Three of those have significant longevity:

- Hendersonville (2018)
- Transylvania County (2018)
- Waynesville (2018)

As you review our proposal, you will note that Developmental Associates is not a traditional "headhunting" firm. Instead, we rely on more objective, systematic, and accurate methods to recruit, screen, and evaluate candidates, which we refer to as *Evidence-Based Recruitment and Assessment*. As an example, we helped the Savannah City Council which had dealt with significant cleavages, to come to a unanimous vote to hire their new City Manager. We were able to achieve this outcome when the Council had fired two national search firms who had been unsuccessful in their efforts. <https://www.wtoc.com/2021/07/23/savannah-interim-city-manager-announces-resignation/#:~:text=SAVANNAH%2C%20Ga>. We have listed Savannah Mayor Johnson as one of our references.

Our approach will provide you with much more detailed and in-depth information about the candidates than our competitors. Our mission is to enable you to make the most informed decisions possible.

Our approach has three primary goals related to recruitment, screening, and selection.

1. Recruit high-quality and diverse candidates.
2. Employ a multi-method screening approach to get you the best data on your top candidates.
3. Apply skill-based assessments and Emotional Intelligence testing to provide you with a comprehensive assessment that goes beyond the traditional interview-only approach.

Goal #1: Recruit high-quality and diverse candidates

We target individuals with whom we have had direct experience. Having worked with thousands of managers through our consulting and training, we are well-connected to leading local government candidates in the region.	We make individual contacts through social media. We maintain lists of hundreds of local government candidates that we can contact through email blasts, Facebook, and LinkedIn notices.
We know how to utilize the most widely referenced professional journals and websites effectively. We can enhance the information provided to those sites by relying on a comprehensive study of the position and the organization that enables us to craft attractive, realistic, and comprehensive postings.	We have established a national network through our contract with NEOGOV, the leading HR application for governments across the nation. This service enables us to provide recruitment and applicant tracking solutions on a national level.

OUTCOME: We have successfully placed candidates from all over the country, including Georgia, California, Arizona, New York, Illinois, Florida, Oklahoma, Montana, Alaska, and Massachusetts. *Furthermore, there are no search firms that know candidates in the North Carolina region better than Developmental Associates. North Carolina has been our home base for thirty years.*

Goal #2: Employ a multi-method screening approach to get you the best data on your top candidates

We develop a customized application that candidates must complete online. We would tailor the application to the specific challenges facing the Town. In comparison to traditional cover letters and resumes, we can then match candidates with the specific needs of the Town. Moreover, we are then able to make "apples-to-apples" comparisons of candidates rather than trying to piece together disparate information from resumes that are each designed differently.	We conduct intensive interviews with each of the top candidates (up to 15). We conduct these interviews using structured questions tailored to the Town's needs, along with a detailed scoring system. We record the responses of each candidate and provide them to you for review.
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- We also administer online surveys requiring short essay answers from candidates. These questions generally focus on how candidates have managed more complex challenges and provide you with an early writing sample before further assessment.

OUTCOME: Many clients tell us that they base final selection decisions on *less* information that we provide through our screening process.

Goal #3: Apply skill-based assessments and Emotional Intelligence testing to provide you with a comprehensive assessment that goes beyond the traditional interview-only approach.

• Skill-based exercises are more valid (approximately twice as accurate) than the traditional interview-driven approach. Developmental Associates designs exercises that simulate the responsibilities of the position, such as making budget presentations, developing written project plans, facilitating staff meetings, conducting performance-based role-plays, and resolving HR issues with staff, allowing direct observation of the candidate's skills that interviews cannot elicit.	• In addition to the skills-based assessments, we administer a psychological inventory called the Emotional Intelligence Inventory (EQi 2.0), which we provide on page 10. This inventory, validated for employment purposes, provides us with information on the candidate's critical skills, including problem-solving, assertiveness, interpersonal relations, and teamwork. We administer this inventory independently of the skills exercises; in other words, the psychologist administers the EQ without knowing the results of the other assessments.
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OUTCOME: We provide you with the most in-depth and accurate information possible about the top candidates for this position, enabling you to make the most informed decisions. It is essential to rely on three familiar and very comfortable methods as a part of the selection process: 1) reviews of resumes, 2) reference and background checks, and 3) interviews. *Nevertheless, these are the three least accurate methods for determining a candidate's actual competencies, and they are the key methods used by our competition.*

One of many reasons for the limitations of these methods is that they rely primarily on indirect or inferential data. For example, resumes tell us what the candidate has done but not how well they have performed. References often rely on third-party observations that are unreliable and based more on familiarity than skill assessment. Interviews, when conducted in a systematic and behavior-based fashion, can reveal specific key attributes, including knowledge, verbal communication skills, and judgment (when including behavioral questions). *Interviews, however, cannot directly verify other critical skills, such as budget analysis, conflict resolution, project planning, meeting or group facilitation, problem-solving, writing, or even presentation skills.*

Most importantly, other firms will emphasize their recruitment prowess. We can match their recruitment, but we think your greatest challenge will be accurate candidate assessments. Interviews, even presentations, and writing assignments, are incapable of eliciting leadership skills. They can elicit leadership "talk" but not leadership "walk." Acquiring firsthand evidence of leadership skills requires dynamic, interactive exercises, such as coaching role-plays and simulated meetings. Only Developmental Associates offers these assessments among all our competitors. Moreover, we cross-validate the competencies observed in those exercises with the results from Emotional Intelligence testing.

We also differ from other firms in that we do not rely on stock interview questions for the final interviews with the Council. Instead, we would tailor questions specifically to the needs of the Town and the candidates' performance in the skills assessment exercises. Moreover, we would design a presentation based on the key challenges facing the Town, which includes a set of common questions that the Council can ask each candidate.

Please note that these methods do not restrict your discretion. Instead, they enhance the quality of information you would have at your discretion in making screening, assessment, and final interview decisions.

*Most importantly, I would like to share some data with you. **Ninety-six percent (96.4%) of the over 300 executives we have placed are in the same position, have remained in their positions for a minimum of five years, or have been promoted to a higher-level position.***

Thank you for considering our services. We would be pleased to partner with the Town of Black Mountain to find an outstanding Manager.

Sincerely,



Stephen K. Straus, Ph.D.
President - Developmental Associates, LLC

**PROPOSAL: THE TOWN OF BLACK MOUNTAIN
RECRUITMENT, SCREENING, AND SELECTION PROCESS:
FOR TOWN MANAGER
December 18, 2025**

<u>SECTION I: PROPOSAL CONTENTS</u>	<u>PAGES</u>
A. Scope of Services	pages 6-9
• Emotional Intelligence Factors	page 10
B. Proposed Fees for Services (using the cost proposal form in the RFP)	page 11
 <u>SECTION II: OVERVIEW OF FIRM</u>	
C. Organization and Staffing + Roles on this Project	pages 12-13
D. Qualifications and Experience (List of clients)	page 13
E. A New Approach to Executive Assessment	pages 14-15
F. References	pages 16-18

Sample Recruitment Brochure Included

HIRE WITH CONFIDENCE PLEDGE

If Developmental Associates is responsible for recruiting and screening candidates, we guarantee that the client will find a candidate that it can hire with confidence. If the selected candidate does not continue employment for at least *two years*, Developmental Associates will provide all services originally agreed upon with the client at no additional charge, except for our out-of-pocket fees. Developmental Associates would continue to provide these services until the client selects a candidate it can "hire with confidence." Developmental Associates does not maintain this pledge if it is not responsible for the recruitment and screening for the position, nor if the client fails to secure final interviews, background investigations, and final decisions within 30 days of completing the skills assessment process.

The information provided herein by Developmental Associates, LLC. is proprietary and confidential, offered to the recipient solely to evaluate its service proposal. The Town should not disclose the following information to anyone outside the decision-making group without the company's prior authorization.

Submitted by: Stephen K Straus, President
Company: Developmental Associates, LLC
Phone/Fax: (919) 812-0132 (919) 929-6883
Email Address: skstraus@developmentalassociates.com

A: SCOPE OF WORK
BLACK MOUNTAIN TOWN MANAGER

RECRUITMENT AND SELECTION

Menu of Offerings

Directions: Below are the steps outlined in the proposed Scope of Services, along with the estimated completion dates for each step. This plan includes four meetings with the Council.

STEPS IN THE RECRUITMENT, SCREENING, AND SELECTION PROCESS	PURPOSE OF THE PROPOSED STEPS	TIMELINE (Required meetings in red)
Step 1: Conduct job and organizational analyses to identify expectations and competencies for the position by meeting with the following groups: • The Town Council • The outgoing Manager. • Members of the Town staff. • Other stakeholders, as requested by the Council. We can conduct these sessions in focus groups or via surveys.	1) Provides a foundation for defining the competencies sought in recruitment and in designing the selection process. 2) Builds stakeholder buy-in and perspective into the selection process. 3) Conducting a job analysis is essential for legal defensibility. 4) Conducting the organizational analyses identifies future challenges for a proactive Town Manager.	Day 1
Step 2: Build a candidate profile and post written job advertisements on leading professional websites, list serves, and social media.	1) Review Town plans, priorities, and goals, as well as the organizational structure and budget, to identify the appropriate executive professional qualities and skill sets desired. 2) DA would post ads and charge the Town back for those out-of-pocket fees. 3) Developmental Associates would also develop an electronic brochure that highlights the community and the organization. (Sample included with this proposal.)	Day 4
Step 3: Conduct targeted recruitment of leading candidates and seek diverse candidates.	1) We have direct access to several thousand local government executives across the country. We will send a mass email to all these executives and establish direct contact with a select number of those we believe would be a good fit for the Town. 2) By targeting candidates and making individual contacts, Developmental Associates can supplement the candidate pool with candidates who possess excellent credentials, both nationally and locally. 3) We can provide recruitment updates to the Council on a predetermined schedule.	Through Day 30

STEPS IN THE RECRUITMENT, SCREENING, AND SELECTION PROCESS	PURPOSE OF THE PROPOSED STEPS	TIMELINE
Step 4: Conduct the initial (first) level screen of candidate applications/resumes • A media (Google) search (mentions of candidates in the news media) of the top candidates at this stage of the screening process. • Follow-up: Notify all candidates of their standing after the initial screening.	1) First-level screening involves a structured process for evaluating resumes and supporting documents. We require all candidates to post their applications through NEOGOV to ensure they are responding to the specific requirements of the position and not just submitting a general resume. 2) The organizational/job analysis provides the basis for developing a structured screening guide to ensure consistent application of the selection criteria to each resume. 3) Narrow the field of candidates to a number that can be screened more intensively (through the secondary screening process described below). 4) Provides detailed and uniform information to the Council to enable you to make an informed decision about which candidates proceed in the process.	Day 35 Meeting with the Council in closed session.
Step 5: Conduct a second-level screening of candidates for the position. We employ two methods in the secondary screen. To ensure objectivity, a different member of our staff would conduct each technique, and we keep a “firewall” between these methods. These methods are as follows: • Telephone interviews • Electronic survey questions (short essays on accomplishments) • Notify all candidates of their standing.	1) Such advanced screening methods are beneficial when there is a large group of qualified candidates or when the Town is unfamiliar with many of the candidates. 2) The results of the organizational/job analyses (Step 1) drive the screening criteria. 3) Upon completion, the Council would be ready to identify the finalists (up to 5) to participate in the final assessment process. 4) Provides detailed and uniform information to the Council to enable you to make an informed decision about which candidates proceed in the process.	Day 47 Meeting with the Council in closed session.
Step 6: Design the hiring process • Develop skill-based exercises, such as budget presentations, simulated meetings, and written assignments. • Administer and evaluate the Emotional Intelligence Inventory	1) The hiring process should be valid (job-related) to identify the best candidates. 2) The hiring process should provide an opportunity to assess the most critical competencies required for the position, including the candidate's ability to meet the primary challenges facing the Town and the position. 3) The hiring process should assess both Emotional Intelligence (EI) and technical skills.	By Day 47

STEPS IN THE RECRUITMENT, SCREENING, AND SELECTION PROCESS	PURPOSE OF THE PROPOSED STEPS	TIMELINE
Step 7: Recruit assessors to evaluate the candidates (Assessors can be identified and approved by the Council).	1) The types of assessors recruited depend upon the types of exercises the candidates would perform. Assessors would include other local government managers and, potentially, members of the Black Mountain community. 2) Assessors must complete a Statement of Confidentiality. Moreover, no single assessor will be aware of the overall outcome of the process. That information is provided to the Council only. 3) We will train assessors on how to apply behavioral-based rating systems when rating candidates.	By Day 47
Step 8: Conduct selection exercises to evaluate the (up to 5) finalists Analyze EQI in-depth	1) We will ensure that the assessors conduct the exercises in a reliable and unbiased manner. It is the hallmark of Developmental Associates to ensure that assessors provide objective behavioral feedback. 2) We will send candidates preparatory information and provide them with thorough explanations in advance of the process. 3) The exercises will assess the strengths and weaknesses of each candidate, enabling you to determine which candidates possess the necessary skills to fill the position.	Days 60-61
Step 9: Facilitate the debrief with the Town Council and facilitate their decision-making to identify the top 2-3 candidates to invite to Black Mountain for in-person finalist interviews.	1) Provides expertise to the Council in making decisions. 2) We would also design a presentation based on actual challenges facing the Town.	Day 61 Meeting with the Council in closed session.
Step 10: Facilitate thorough background investigations	We would coordinate the investigations and report detailed findings to the Council. This would be a thorough, comprehensive (FBI-type) investigation.	Upon completion of a conditional offer of employment.

STEPS IN THE RECRUITMENT, SCREENING, AND SELECTION PROCESS	PURPOSE OF THE PROPOSED STEPS	
Step 11: Provide executive coaching to the successful candidate • Review the challenges facing the community and organization • Analyze the results of the selection process • Analyze the findings of the EQi • Develop a plan of action • We can provide developmental feedback to internal candidates not selected for the position. This coaching includes a review of EQi and skills assessment results.	1) The assessment process and the organizational analysis provide rich information suitable for executive coaching. 2) The new Town Manager will be facing exciting but formidable new challenges. They can benefit from professional guidance in developing a plan of action to meet those challenges successfully. 3) Feedback to internal candidates who are not selected often helps with their professional development and acceptance of the decision. Such feedback also paves the way for greater support of the candidate chosen by incumbents.	TBD

A.1: EMOTIONAL INTELLIGENCE FACTORS*

SELF-PERCEPTION REALM

EQ-i Scale	The EI Competency Assessed by the Scale
1. Emotional Self-Awareness	<i>Ability to be aware of and understand one's feelings and their impact</i>
2. Self-Regard	<i>Ability to respect and accept one's strengths and weaknesses</i>
3. Self-Actualization	<i>Ability to improve oneself and pursue meaningful objectives</i>

SELF-EXPRESSION REALM

EQ-i Scale	The EI Competency Assessed by the Scale
4. Emotional Expression	<i>Ability to express one's feelings verbally and non-verbally</i>
5. Independence	<i>Ability to be self-directed and free of emotional dependency on others</i>
6. Assertiveness	<i>Ability to express feelings, beliefs, and thoughts in a non-destructive way</i>

INTERPERSONAL REALM

EQ-i Scale	The EI Competency Assessed by the Scale
7. Interpersonal Relationships	<i>Ability to develop and maintain mutually satisfying relationships</i>
8. Empathy	<i>Ability to recognize, understand, and appreciate the feelings of others</i>
9. Social Responsibility	<i>Ability to contribute to society, one's social group, and to the welfare of others</i>

DECISION MAKING REALM

EQ-i Scale	The EI Competency Assessed by the Scale
10. Impulse Control	<i>Ability to resist or delay an impulse, drive, or temptation to act</i>
11. Reality Testing	<i>Ability to remain objective by seeing things as they are</i>
12. Problem-Solving	<i>Ability to solve problems where emotions are involved</i>

STRESS-MANAGEMENT REALM

EQ-i Scale	The EI Competency Assessed by the Scale
13. Flexibility	<i>Ability to adapt one's feelings, thinking, and behavior to change</i>
14. Stress Tolerance	<i>Ability to effectively cope with stressful or difficult situations</i>
15. Optimism	<i>Ability to remain hopeful and resilient despite setbacks</i>

EQ-i 2.0, Multi-Health Systems (2011), All Rights Reserved

Adapted from *The EQ Edge*

Steven J. Stein, Ph.D., and Howard E. Book, M.D.

Third Edition (2011)

B: PROPOSED FEES FOR THIS PROJECT

BASIC FEE	ADDITIONAL OPTIONS (Including Maximums)
\$25,500	• EQi- Analysis @ \$350 per candidate (up to 5) • Coaching and Feedback @ \$350 for the successful candidate
MAXIMUM TOTAL FEE: \$27,600 does not include the following: • Additional work requested by the client but not included in this proposal would be billed at \$300 per hour. • Background @ approximately \$2250 per candidate* • Coaching for internal candidates who apply but are not selected @\$350 each. • Out-of-pocket advertising fees (typically \$1,500-\$2,500)	

*This fee would be paid directly to US ISS Agency if the client wishes to use their services.

With our virtual process, the client would have no fees or expenses other than the cost of bringing the finalists on-site for final interviews. Nevertheless, if the Town wants us to be on site for any part of our process, we will ask to be reimbursed for all reasonable out-of-pocket expenses.

We expect clients to process billing for payment (net 30) after the skills-assessment process.

Litigation support, expert witness testimony, and depositions would be billed hourly at \$250.00 per hour unless Developmental Associates is responsible for losing a grievance or legal case. In that event, there would be no charge for litigation support.

II. OVERVIEW OF FIRM

C: ORGANIZATION AND STAFFING

Steve Straus would be the lead consultant on this project. He would lead a diverse team with Heather Lee, Andrea Surratt, Derwick Paige, and Holly Danford-Bishop. This team is diverse in gender and race.

Steve Straus, Ph.D., is the President and Founder of North Carolina-based Developmental Associates. He earned his Bachelor's Degree from the Wharton School of Business at the University of Pennsylvania, a Master of Public Administration from the University of North Carolina at Chapel Hill, and a Ph.D. in Political Science from Duke University. Dr. Straus is a former Assistant City Manager in Southern Pines. Steve has been a long-time member and frequent presenter with the NC City and County Managers Association. For 26 years, he has taught in the Master of Public Administration programs at North Carolina State University and the University of North Carolina at Chapel Hill. He has served on the faculty at the University of North Carolina at Chapel Hill's School of Government. He has published in the leading public sector journals.

Heather Lee, Ph.D., is a Partner with North Carolina-based Developmental Associates, where she has worked since 2004. Heather earned an M.S. and a Ph.D. in Industrial/Organizational Psychology from North Carolina State University. Dr. Lee earned her undergraduate degree in Psychology with a minor in Social Work at Florida State University. Heather, a Certified Senior Professional in Human Resources (SPHR), is an organizational consultant with a focus on the nonprofit, governmental, and educational sectors.

Heather has served as a faculty member and Manager at the NC Center for Women in Public Service as well as for the William Peace University Human Resources degree program. She is a former Vice-President of Human Resources with the NC Easter Seals Society. Heather has consulted extensively with local governments and is the co-designer of and a faculty member in the North Carolina Public Managers Program.

Andrea Surratt is the former Hickory Assistant City Manager. She also served as the City Manager of Bozeman, Montana and Sandy Springs, Georgia.

Derwick Paige is the former Wake County and Winston-Salem Deputy Manager.

Holly Danford-Bishop, Ph.D., is our Operations Management partner. Holly has worked in various capacities with DA since 2013. As Client Services Manager, Holly collaborates with employers and candidates to address questions, coordinate schedules, and deliver exceptional customer service. She takes the lead in analyzing the qualifications of candidates during the screening process.

Holly holds a BA in Political Science, a Master's in Public Administration, and a Ph.D. in Public Administration, all from North Carolina State University. Holly has worked in federal, state, and local government capacities for almost 20 years. She is a US Air Force veteran and teaches State and local government as an Adjunct Professor at North Carolina State University. Her background is in Public Health and Veterans Affairs.

ROLES IN THIS PROJECT

Lead consultant: Stephen K. Straus, Ph.D.

ROLE	PERSON(S) RESPONSIBLE
Job/Organizational Analysis	Andrea Surratt
Design of Job Ad	Heather Lee, Ph.D.
Candidate Recruitment	Chris Blue
Initial Candidate Screening	Holly Danford-Bishop, Ph.D. and Heather Lee
Secondary Candidate Screening	Holly Danford-Bishop and Andrea Surratt
Assessor Recruitment	Stephen Straus
Exercise Design	Derwick Paige
Candidate Orientation	Stephen Straus
Assessor Training	Stephen Straus
Debrief with the City Council	Stephen Straus and Heather Lee
Initial Negotiation with Finalist	Heather Lee
Coaching of Successful Candidate	Heather Lee

D: QUALIFICATIONS AND EXPERIENCE

Our Clients:

During the last five years, we have either completed or are in the process of working with the following local governments and universities:

• The City of Durham, North Carolina • Wake County, North Carolina • The City of Savannah, Georgia • The City of Williamsburg, Virginia • The City of Danville, Virginia • The City of Suffolk, Virginia • The Town of Blacksburg, Virginia • The City of Statesboro, Georgia • The City of South Fulton, Georgia • The City of Riverdale, Georgia • Southampton County, Virginia • The City of Greensboro, North Carolina • The City of Winston-Salem, North Carolina • The City of Fayetteville, North Carolina • The Town of Chapel Hill, North Carolina • The Town of Duck, North Carolina • The Town of Apex, North Carolina • The Town of Garner, North Carolina • Durham County, North Carolina • The Town of Holly Springs, North Carolina • The Town of Wake Forest, North Carolina	• Duke University • NC State University • East Carolina University • The Town of Wrightsville Beach, North Carolina • The Town of Waynesville, North Carolina • The University of North Carolina at Chapel Hill • The Town of Mills River, North Carolina • The City of Isle of Palms, South Carolina • The City of Sanford, North Carolina • Transylvania County, North Carolina • Cumberland County, North Carolina • The City of Wilson, North Carolina • The Town of Stallings, North Carolina • The University of North Carolina – Pembroke • UNC Charlotte • City of Lexington, North Carolina • The City of Goldsboro, North Carolina • The City of Dunn, North Carolina • Guilford County, North Carolina • The Town of Morrisville, North Carolina
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E: A NEW APPROACH TO EXECUTIVE ASSESSMENT: TALENT IDENTIFICATION AND ASSESSMENT

Section II.B: A New Approach to Executive Assessment – Talent Identification and Assessment

These and many other clients are recognizing that Developmental Associates has developed a new, more thorough, accurate, and comprehensive model for executive processes – which we call Talent Identification and Assessment. The old "Search Model" makes three outdated assumptions as follows:

Outdated Search Model	Limitation	DA Talent Identification & Assessment Solution
Recruitment Methods: Assumes that the search firm is in close contact with top candidates nationally who will only apply for the position if contacted by the firm.	This model overlooks the use of modern technology in recruitment. Large national firms also tout their staff connections throughout the country, claiming their consultants will share prospective candidates – rather than compete with one another.	Developmental Associates employs multiple recruitment methods, including targeting individuals, placing ads on leading professional websites and journals, relying extensively on social media, and connecting with our national network through NEOGOV – the leading public sector technology solution for recruitment and selection in the United States. Moreover, as a "boutique" firm, our consultants all work together on each project.
Candidate Screening Other search firms often posture that they know how candidates are performing in their current position.	That is a myth. Knowing a candidate, even befriending one, does not necessarily mean that the search firm can accurately assess that candidate's performance in day-to-day activities. The search firm does not directly observe critical competencies, such as how effectively the candidate manages staff, plans, organizes, or resolves conflicts.	Developmental Associates employs an extensive, multi-method screening approach that provides you with a more comprehensive understanding of each candidate's skills and competencies. Because this process is standardized, it enables fair comparisons across candidates.
Candidate Assessment: It presumes that employers can evaluate candidates comprehensively through interviews.	Interviews are a necessary component of any selection process, but they are insufficient to assess overall executive competencies. Interviews, when properly constructed and conducted, can directly evaluate how well the candidate communicates, their knowledge, and judgment. The interview is too limited to assess other essential management and leadership skills, such as writing, developing budgets, problem-solving, staff management, and project management, among others. Regarding these critical competencies, interviews reveal only what candidates say they would do, not how they actually perform.	We provide intensive assessment of candidate skills that other firms do not offer <i>before</i> the Manager begins the interview process. This skill-assessment process enables you to directly observe the skills of candidates as they perform a variety of executive tasks, such as managing staff, budgeting, dealing with the media, making presentations, and facilitating staff meetings.



MERCER GROUP ASSOCIATES

Reaching Higher HR Solutions 

OVERVIEW: TOWN MANAGER EXECUTIVE SEARCH

- Mercer Group Associates **understands** that partnering with clients to clearly identify needs and culture of the organization, as well as challenges and opportunities for the new position is key to a successful search process.
- Mercer Group **understands** most organizations are focused on delivery of services to their citizens/clients. Mercer is available to assist with the recruitment process from start to finish so you can focus on serving your team and citizens.
- Mercer Group **understands** selection of a new Town Manager is an important decision that will impact the organization for many years to come. It is important that the selection process identifies highly qualified candidates that truly appreciate the organization and community values.

FEES:

- Base Fee-\$24,000
- Services included in base fee include:
 - Position Analysis, recruitment brochure development and advertising of position
 - Candidate search, resume review, screening, telephone interviews, development of short list of candidates for consideration
 - Background and social media checks, interview packages: candidate reports, interview questions and coordination with Town and candidates
 - Reimbursable expenses not in base fee: (advertising, travel, background checks, etc.) NTE: \$5,000

EXECUTIVE SEARCH EXPERIENCE:

- Mercer Group Associates conducts searches nationwide. Over the last five years the firm has conducted 200+ searches to assist local governments with selection of virtually every level of county and city management. The Mercer Team will be assigned will be based on schedules and availability for travel.

MERCER WORK PLAN

Position Analysis: Conduct individual interviews with the Mayor and Council/Commissioners, Manager, Dept. Directors and other stakeholders; develop position profile in the form of a recruitment brochure.

Recruitment Process: Targeted advertising to produce diverse quality applicants for the position; provide position profile information directly to candidates in Mercer data base; direct contacts with persons known by Mercer consultants. Advertising on websites where minority candidates may be discovered and encouraged to apply.

Candidate Resume Review/ Screening: Applicant information will be evaluated against the position profile; preliminary screening of the most promising candidates will be conducted by Mercer to develop a candidate short-list.

Approval of Semi-finalist List: Short-list of 5-6 qualified candidates will be presented to the Mayor and Council for review and approval of a semi-finalist list of 4-5 candidates.

Background Checks: Mercer conducts a background check of semi-finalists to include checking all references, education attainment, criminal records, credit report, work history and social media/internet check.

Interview Process: Mercer will structure interview process to meet the organization's needs. Interview packages including a report of all candidate information gathered, candidate questionnaire and interview questions will be provided; arrange interview times in coordination with the town.

Negotiations: Mercer, if requested, will assist in negotiating an employment agreement with the selected candidate.

The timeline from start to finish is about 90 days.



Human Capital Solutions

Stronger Teams. Better Outcomes.

We are an expert team with decades of experience and specialized capabilities that deliver tangible results.

Your business is our priority, no matter the challenges or obstacles you may encounter, and human capital management is one of the most important drivers of organizational performance with a 93% customer satisfaction rate. We focus on building your internal talent and processes so that your organization is agile, resilient, efficient, and innovative.



1,500

Recruitments
conducted



1200+

Interim Staffing
Placements



Career Center

17,000+ views
per month



300+

Class and Comp
studies completed

Recruiting Solutions

- Tailored, full-service recruiting services customized to meet each organization's needs
- Flexible options, from Executive Searches to Limited Scope and Virtual Services, as well as standalone packages for our national job board to support broader hiring needs

Classification & Compensation Studies

- Classification analysis based on job duties, skills, and position requirements
- Compensation plans with guidelines and related HR policies

Staffing Solutions

- Skilled interim and long-term staffing support for management, finance, IT, education, and other public sector domains
- Rapid access to elite IT professionals through flexible staffing models—short-term, long-term, or contract-to-hire—delivered quickly to meet your organization's needs and scale IT teams effectively

Other Human Capital Consulting Services

- Organizational reviews, assessments, and strategic planning to improve operations and align with long-term goals
- Comprehensive HR services, including audits, staffing analysis, performance management systems, and leadership training



Contact: mgt.us | 847-380-3290



Human Capital Consulting

Empower your workforce with expert guidance from our human capital professionals.

We specialize in navigating the complexities of HR management with tailored solutions that improve productivity, foster employee engagement, strengthen recruitment and retention, and ensure compliance with evolving regulations. Our services span the full spectrum of Human Capital needs, from compensation studies and organizational reviews to HR audits, performance evaluations, and leadership development. We give your organization practical strategies to support employees and achieve long-term success.

Our Services:

Classification & Compensation Studies

Leverage our classification and compensation expertise and strategic recommendations with the latest market salary and benefits data insights to support workforce decisions and keep your compensation competitive and equitable.

Organizational & Staffing Reviews

We assess your structure, workforce allocation, and operational dynamics to identify opportunities for improvement. Our data-driven insights help streamline processes, optimize and forecast staffing levels, and enhance overall productivity. Our experienced consultants also conduct comprehensive HR audits.

Leadership Development Training

Our dynamic training programs, including an 8-week online supervisory course, equip public sector supervisors with the skills and insights needed to lead with confidence, foster innovation, and drive organizational success. We offer additional trainings and assessments tailored to client needs, providing flexible options to strengthen leadership at every level.

Workforce & Organizational Strategy

We partner with organizations to strengthen both workforce practices and organizational direction. Our services range from strategic planning and change management to hands-on HR audits, staffing analysis, and policy review and development. This combination of strategic and practical support helps leaders improve compliance, align resources, and build capacity for long-term success.

Employee Engagement Surveys

Gain valuable insights into morale, motivation, and workplace satisfaction to create a more engaged and productive team through our engagement surveys or workplace climate assessments with our partner at the University of North Carolina-Chapel Hill.

Succession Planning

We design succession planning strategies that cultivate leadership potential across your workforce. By aligning competencies with growth opportunities, we help organizations develop talent pipelines that support stability today and adaptability tomorrow.



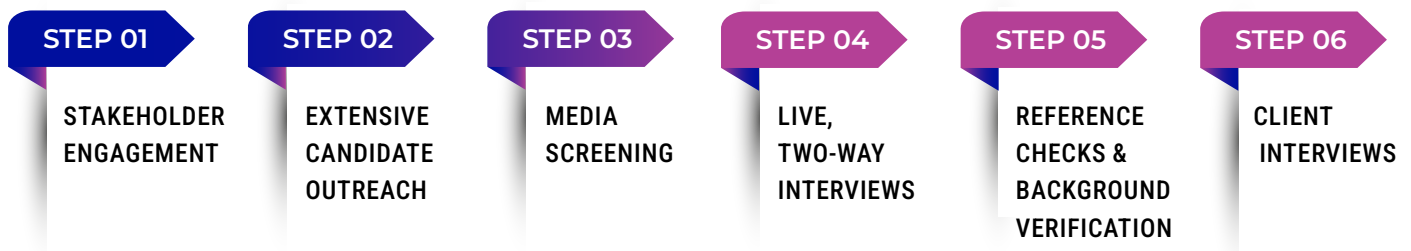
Recruiting Solutions

Comprehensive recruitment for every need.

MGT's team of professionals offers **full-service** executive recruitment and selection **solutions customized** to meet your organization's challenges. Through our experience with hundreds of placements over the last decade, we have built a growing pool of highly qualified candidates, supplemented with candidates we reach through our **extensive social media presence** and personal outreach who are ready to meet the challenges and expectations of your organization.

Streamlined Six-Step Process

Our six-step process ensures a streamlined process for quality placements:



Executive Recruitment

Our Executive Recruitment is a premium, 1-year guarantee service that identifies top-tier candidates through a comprehensive six-step process for critical positions. The service includes beginning-to-end support, such as position promotion, candidate evaluations, video interviews, background checks, and negotiation assistance.

Limited Scope Recruitment

Our Limited Scope Recruitment service identifies top-tier candidates through a streamlined four-step process. Our experts extensively promote the position, evaluate applicants, conduct video interviews, and provide a narrowed list of top-tier candidates for your review.

Virtual Recruitment

Our Virtual Recruitment service is designed for organizations seeking a remote-friendly process. We post the position, evaluate candidates, and present top candidates, offering a cost-effective option without compromising quality.

Career Center

Our Career Center attracts more than 17,000 monthly visitors and connects you with engaged public sector professionals. Flexible packages include individual postings, annual subscriptions, and enhanced marketing options to broaden your organization's reach..



Connect with Top Public Sector Talent Today!



Finding the right talent can transform your organization, and our job board is designed to make it easy. Whether you're seeking short-term visibility or an expanded recruitment boost, we offer flexible options to showcase your opportunities to highly engaged public sector job seekers. From 30 or 60-day postings to comprehensive marketing packages, your listing includes social media promotion, email outreach, and branding that puts your organization in the spotlight. MGT's Career Center attracts 17,000 visitors a month and is a trusted resource for public sector job seekers.

Job Board Options and what is included:

30-Day Individual Job Posting: \$250

- One Standard Job Posting for 30 days
- Promotion across our Social Media Platforms
- Company Logo Featured on Job Board

60-Day Individual Job Posting: \$500

- One Standard Job Posting for 60 days
- Promotion across our Social Media Platforms
- Company Logo Featured on Job Board
- Included in our Weekly Job Newsletter (2 editions)

Job Board Unlimited Subscription: \$1,000

- Unlimited Job Postings for the Year, with Each Post Active for 30 days
- Career Page
- Promotion across our Social Media Platforms
- Included in our Weekly Job Newsletter (4 editions)
- Company Logo Featured on Job Board

30-Day Job Posting & Marketing Package: \$3,000

- One Standard Job Posting for 30 days
- Promotion across our Social Media Platforms
- Included in our Weekly Job Newsletter (4 editions)
- Company Logo Featured on Job Board
- Option to Attach Brochure to Job Listing
- One list of Recommended Ad Sources
- Ad Copy Review and Edits
- Publish Job Posting on LinkedIn Job Slot
- Sparkhire One-Way Video Interview Platform for Up to 5 Candidates

60-Day Job Posting & Market Package: \$5,000

- One Standard Job Posting for 60 days
- Promotion across our Social Media Platforms
- Included in our Weekly Job Newsletter (6 editions)
- Company Logo Featured on Job Board
- Option to Attach Brochure to Job Listing
- One list of Recommended Ad Sources
- Ad Copy Review and Edits
- Publish Job Posting on LinkedIn Job Slot
- Sparkhire One-Way Video Interview Platform for Up to 8 Candidates

Start reaching the talent you need today!

For more information, contact:

Cristina Cram

Recruitment Manager | ccram@mgt.us



Staffing Solutions

Staffing solutions for every challenge.

MGT delivers flexible staffing support to help organizations bridge workforce gaps and sustain operations. We serve cities, counties, school districts, and nonprofits with professionals across management, finance, IT, public safety, education and more. With decades of experience, we connect clients to skilled talent quickly, ensuring continuity, stability, and confidence.

MGT Staffing Solutions

Municipal & Education Staffing



Our municipal and education staffing services connect cities, counties, and school districts with skilled professionals to keep essential operations running. From administrators and finance directors to educators and paraprofessionals, we provide interim, project-based, and temporary placements that ensure continuity and uninterrupted support for the communities you serve.

Information Technology Staffing



Our IT staffing solutions connect you with a large network of qualified professionals available on a temporary, long-term, or contract-to-hire basis. We place candidates quickly to meet evolving technology needs and provide the expertise required to maintain secure systems, support critical projects, fill specialized roles, and scale teams with confidence.

Key Roles We Successfully Place



MGT has placed top-tier talent in leadership and support positions across public agencies and schools. Our experience includes finance directors, HR leaders, IT specialists, city managers, public safety chiefs, and school superintendents, along with many other essential roles that sustain vital services and strengthen organizational performance across communities.

**Direct
Placement**

**Talent on
Demand**

**Staff
Transition
Services**

**Temporary
Staffing**

**Long Term
Staffing**

MGT is a trusted partner for organizations seeking to solve complex workforce challenges. We are committed to understanding your unique needs and provide flexible, tailored solutions that meet your goals and exceed your expectations. Contact us today to schedule a free consultation and learn how we can support your Human Capital priorities.

Learn more at MGT.us. For information on Staffing Solutions contact Jay Gillis at jgillis@mgt.us or Ambica Kaul at akaul@mgt.us. For all other Human Capital inquiries, contact Senior Vice President Joellen Cademartori at jcademartori@mgt.us.



January 7, 2025

Ms. Susan Russo Klein
North Carolina State Bar Board Certified Specialist in Employment Law
Roberts & Stevens, P.A.
City Centre Building
301 College Street, Suite 400,
Asheville, NC 28801

Dear Ms. Klein:

Thank you for calling on the Piedmont Triad Regional Council (PTRC) to assist you with management services. It is my understanding that you are interested in assistance with the recruitment and selection of a Town Manager. Please find enclosed a proposal that details the scope of work we anticipate. We are proposing to do the work for a fee of \$7,500.00. When you are ready for us to begin please return a signed proposal that acknowledges your acceptance and agreement of the scope of work and terms. If you have any questions about the scope of work, terms or desire a different format please contact me.

The PTRC's mission is to serve our local governments and their affiliates by being accessible and providing high quality services. We provide these services from a unique position and familiarity with this region. You can expect the highest degree of expertise and precision from our staff.

I very much appreciate you giving us an opportunity to submit this proposal. I am available to discuss this project with you at your convenience.

Sincerely,

A handwritten signature in black ink, appearing to read "MR", with a stylized flourish at the end.

Matt Reece
Assistant Director

Enclosures

**PROFESSIONAL SERVICES OFFERED TO
THE TOWN OF BLACK MOUNTAIN
FOR FACILITATION OF AN EXECUTIVE SEARCH FOR TOWN MANAGER**

I. Work Elements

As part of the facilitation of the executive search process the PTRC agrees to conduct the following work elements:

- A. Meet with the Town Council to discuss the desired candidate profile and search process. (This phase can be accomplished through virtual meetings and online surveys)
- B. Collect information to share with candidates about the Town.
- C. Develop position profile describing the community, organization, and the positions being recruited. This serves as an information and promotional material.
- D. Use PTRC's online application portal to receive applications and to link to professional social media networks such as Indeed. This allows for boosting of recruitment reach and a method to record and process applications.
- E. Screen and filter candidates per the direction of the search committee and/or town representatives applying the selection criteria.
- F. Develop and gain consensus of the methods for the review and assessment of applicants, this process may include criteria based review of applicant pool, "in-box exercises" or task oriented screening, response to written questions, response to mock scenarios, presentations by candidates, structured interviews, and other methods useful to determine candidate selection.
- G. Meet with search committee and/or town representatives to review and discuss the following issues: expectations of the results, areas of assessment, confirmation of job relevancy, and overall gain a mutual understanding of the candidate assessment process.
- H. Facilitate the formal interview and candidate assessment process.
- I. Assist the town regarding the hire decision.
- J. Provide miscellaneous technical assistance with background search, offer, and the transition of the final successful candidate.

II. Staff Qualifications

The staff members that will be working on the project are experienced in local government personnel work. Matt Reece will be the project manager. Matt serves as PTRC's Assistant Director. Matt directs the management services, general administration, IT and HR functions for the Regional Council. He has extensive experience providing technical assistance to local governments throughout the state. He regularly conducts a variety of management studies including group facilitation, executive searches, policy analysis, and personnel classification and compensation analysis. As a past-president of regional and statewide professional organizations, Matt has directed and organized research and discussion on a variety compensation and HR management topics. Matt has also served as adjunct faculty in the Master of Human Resources Management program for Webster University at their Fort Bragg facility. He is a member of ICMA, recognized with 30 years of public service, and upholds the code of ethics. Matt has a Bachelor of Arts in Political Science and a Master of Public Affairs, both from the University of North Carolina at Greensboro.

Management consultants Ray Smith, Terri Rivers, Ronda Tatum and Kim Newsom are also available for consultation. All are retired North Carolina local government professionals. To be concise in the presentation of this proposal their qualifications are available upon request.

III. Fee for Services

A fee, not to exceed, \$7,500 will be billed to the Town of Black Mountain at the conclusion of the process.

IV. References

The PTRC has been involved in technical assistance and management consultation for four decades. The following is a list of local governments for executive searches have been prepared recently:

City of Asheboro	Town of Jamestown
City of Randleman	Town of Lewisville
City of Thomasville	Town of Mocksville
Town of Biscoe	Town of Mount Pleasant
Town of Bermuda Run	Town of Spencer
Town of Denton	Village of Clemmons

Proposal to the Town of Black Mountain for facilitation of an executive search

V. Acceptance and Confirmation of Proposal

If you are in agreement with the terms of this proposal please indicate by signing below and returning a signed original to the offices of the PTRC. PTRC staff will begin work as soon as we are notified of your acceptance. This confirms the Town's intention to accept the scope of work as indicated in the proposal presented by the PTRC, provide assistance and otherwise meet the responsibilities outlined, and confirms the authorization and encumbrance of funds sufficient to pay the fee for service.

Accepted for the Town of Black Mountain

Title

Date

This instrument has been pre-audited in the manner required by the Local Government Budget and Fiscal Control Act.

(Signature of finance officer).

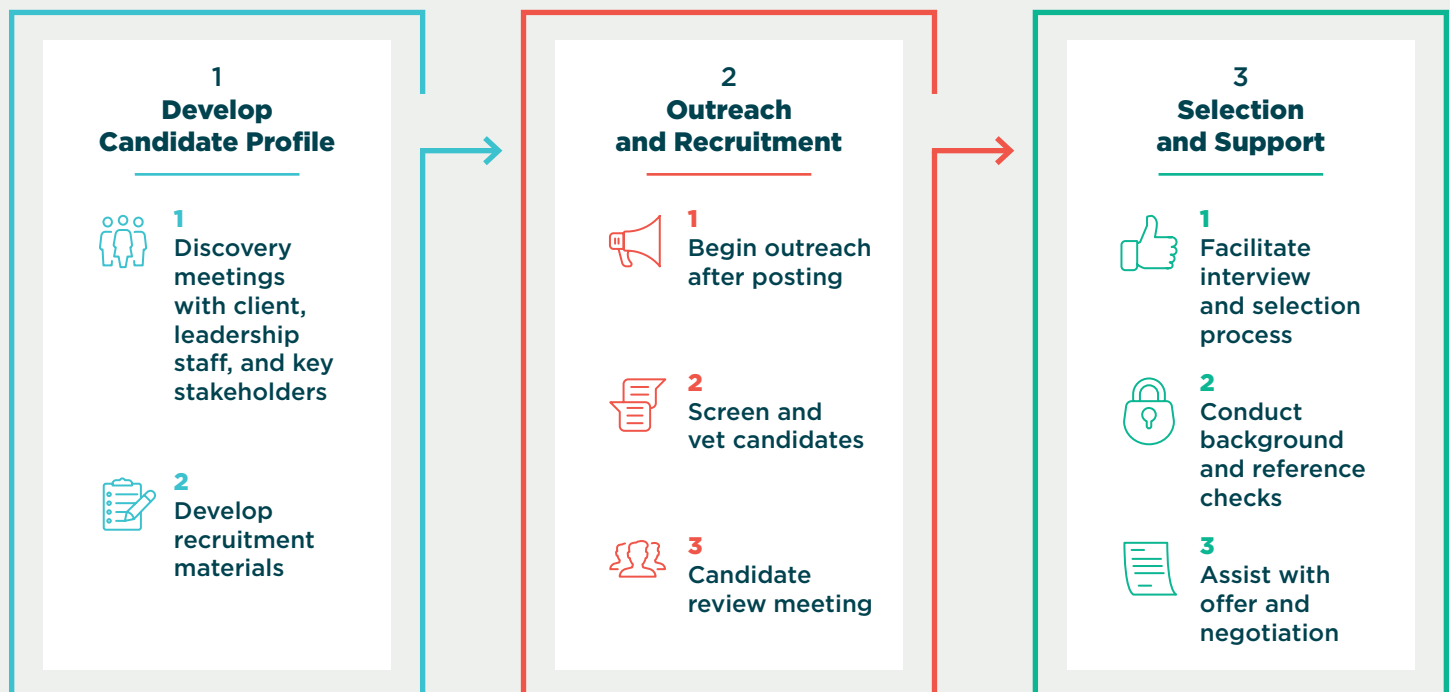
Date

Executive Recruitment

We understand the challenges of recruiting and retaining a high quality and highly skilled workforce. We know the local government and utilities, hiring, and retention environment. We care about the well-being of our clients and that concern is imbedded in all that we do in our engagements.

We develop a customized recruitment plan and conduct targeted outreach to potential candidates. Our team leverages our extensive professional networks to attract the best talent nationwide. We do all the work, so you don't have to – screening, facilitating interviews, aiding in offer negotiations, and more. From start to finish, we are your partner in finding an outstanding person to add to your team.

What does the recruitment process look like?



Why use Raftelis as your recruiter?

Our executive recruitment team shares your passion for high functioning local governments and utilities and we are dedicated to finding candidates who add value to your organizational culture and effectively contribute to strategic goals and initiatives.

Choosing to work with our executive recruitment team ensures that your organization will receive several benefits including:

- + Tailored recruitment plan
- + A fair and impartial process
- + Unbiased review of all candidates, both internal and external
- + Ongoing guidance, support, and advice throughout the recruitment
- + Confidentiality of applicant pool
- + Experience in negotiating employment offers and contracts
- + Reduced conflict of interest and maximized staff capacity

Who is our executive recruitment team?

Our executive recruitment team consists of accomplished local government professionals who are committed to assisting local governments and utilities throughout the entire recruitment process.

We have completed hundreds of executive recruitments for local governments and utilities across the country, ranging in size from 1,000 to over 1 million residents. We have helped communities recruit executive leaders including their chief administrative officer, department directors, and other management positions. Additionally, we often work with local governments and utilities to find the right candidate for difficult to fill or highly technical and specialized positions. Our executive recruitment team has experience in recruitment and prior careers in many of the fields where we search for candidates. This combined expertise allows our team to deliver the best and brightest prospects to our clients.



What makes *us* different?

The quality of an organization's leaders is critical to its health and long-term success. Raftelis focuses on outreach of passive candidates which is critical in this market. We identify and attract candidates that are underrepresented in leadership positions in local government so they can be considered by our clients. Our recruiters have decades of experience and are interacting directly with prospects, candidates, and clients. Our goal is to find qualified professionals and help our clients select the right employee to be successful long after they've been hired.

Raftelis offers a full range of services to assist local governments and utilities.

Learn more at www.raftelis.com

- + **Organizational Excellence Services:** Strategic Planning, Organizational Assessments, Strategic Communications, Technology
- + **Executive Services:** Executive Recruitment, Executive Coaching, Facilitated Performance Evaluations
- + **Financial Services:** Rate, Fee & Cost-of-Service Studies, Financial & Capital Planning, Affordability Analysis, Financial Condition Assessments

Executive performance evaluations – Doing it right

Feedback is a gift. But it has to be done right to be useful. Without regular feedback, it is easy for expectations to be misunderstood, recognition for what is going well to slide by, and goals to become unclear.

Raftelis provides facilitated executive performance evaluations to help governing bodies evaluate their executive and set clear goals for the future. It can be both time-consuming and confusing to figure out how to do an evaluation with a multi-member governing body. Some governing body members have not conducted an evaluation, and most have not evaluated an employee as a group. Gathering useful, timely feedback to help assess past performance and set measurable goals for the next year is difficult.

The chief executive and other council/board appointees are sometimes the only employees who are not being evaluated annually or given helpful feedback. A facilitated evaluation takes the pressure off the governing body. It assures all voices are included equally, and that there is a document containing the results of the evaluation and consensus on goals for the coming year.



A PROVEN PROCESS

Raftelis has experienced facilitators who use a proven process to conduct executive performance evaluations.

Our process provides for two-way discussions between the governing body and the executive. It is an avenue for the governing body and executive to strengthen their partnership in carrying out their respective roles. The result of our process is a collective view of the executive's performance and goals for the coming year.

- + The facilitator's role throughout this process is to serve as a neutral party in gathering feedback from the governing body, summarizing the results, facilitating a productive discussion in a closed session, and documenting agreements resulting from the process.
- + Strong leaders welcome feedback that will help them understand what their governing body appreciates about their leadership, where there is opportunity for growth, and to ensure alignment on goals.
- + Governing bodies benefit by a smooth and efficient process that enables voices to be equally heard, is productive, and results in valuable feedback for the executive.

The key elements of our process are shown below:



The primary purpose of the performance evaluation is to enhance the executive's ability to be most successful in their organization.

It is about two-way discussions, meaningful feedback, and a clear understanding of expectations from the governing body, as well as what the executive needs to most effectively carry out their roles.



Your local government or utility agency can get started now by engaging Raftelis to work with your leaders and aspiring leaders.

Catherine Tuck Parrish
Vice President
ctuckparrish@raftelis.com

Jan Perkins
Vice President
jperkins@raftelis.com

Raftelis offers a full range of services to assist local governments and utilities.

Learn more at www.raftelis.com

- + **Organizational Excellence Services:** Strategic Planning, Organizational Assessments, Strategic Communications, Technology
- + **Executive Services:** Executive Recruitment, Executive Coaching, Facilitated Performance Evaluations
- + **Financial Services:** Rate, Fee & Cost-of-Service Studies, Financial & Capital Planning, Affordability Analysis, Financial Condition Assessments

PROPOSAL FOR EXECUTIVE RECRUITMENT SERVICES

**Town Manager
Town of Black Mountain, North
Carolina**

**December 30, 2025
This proposal is valid for 60 days**



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

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



December 30, 2025

Hon. Mayor C. Michael Sobol and Members of the Town Council
Town of Black Mountain, North Carolina

Dear Mayor Sobol and Town Council Members,

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

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

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

Marsha Reed, Senior Vice President, will serve as your Executive Recruiter and primary contact for this recruitment. Marsha has 38 years of experience in city management, including six years as a City Manager.

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

Respectfully submitted,

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

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- 2. SGR's Unique Qualifications**
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- 5. Terms and Conditions**
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About SGR

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

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

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

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

With 21 full-time employees, 21 recruiters, 18 facilitators, and multiple consultants who function as subject matter experts on a variety of projects, SGR offers comprehensive expertise.

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

View all SGR team members and their bios at: GovernmentResource.com/Meet-the-Team

SGR's Unique Qualifications

Extensive Network of Prospects

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

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

Collective Local Government Experience

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

Equal Opportunity Commitment

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

Listening to Your Unique Needs

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

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

Trust of Candidates

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

Accessibility and Communication

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

Comprehensive Evaluation and Vetting of Candidates

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

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

Executive Recruitment Clients

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

Project Personnel

Marsha Reed, Senior Vice President

Email: marshareed@governmentresource.com

Phone: 806-789-9641



Marsha has worked in public service for 38 years prior to her retirement. She is a two-time graduate of Texas Tech University having earned her Bachelor of Science Degree in Civil Engineering in 1988 and her Master's in Public Administration in 2000. Marsha recently retired from the great City of Chandler, Arizona, after six years as the City Manager and two years as Assistant City Manager. Prior to working for Chandler, Marsha worked for the City of Lubbock, Texas for 20 years in a number of positions with the last six years as the Chief Operating Officer. Marsha also spent ten years at the Texas Department of Transportation.

Marsha is a licensed engineer in both Texas and Arizona and has won a number of awards in her career including the Top 3 Public Works Leaders of the Year Award by the Texas Chapter of the American Public Works Association and Engineer of the Year by the South Plains Chapter of Texas Society of Professional Engineers. Marsha has served in a number of leadership positions including President of the Texas Chapter of APWA and the President of the South Plains Chapter of TSPE. Marsha has also served on the Texas Municipal League Board of Directors and is a current member of the Arizona City Managers Association.

In her spare time Marsha enjoys being with her family, traveling, and doing anything outdoors. Marsha has also volunteered her time on Church mission trips, and with a number of non-profit organizations.

Option 1: Full Service Recruitment

Approach and Methodology

A full-service recruitment typically entails the following steps:

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

Step 1: Organization/Position Insight and Analysis

Project Kickoff Meeting and Develop Anticipated Timeline

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

Stakeholder Interviews and Listening Sessions

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

Develop Recruitment Brochure

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

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

Step 2: Recruitment Campaign and Communication with Candidates

Advertising and Marketing

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

Sourcing Prospective and Active Candidates

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

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

Communication with Prospective Applicants

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

Communication with Active Applicants

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

Step 3: Initial Screening and Review by Executive Recruiter

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

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

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

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

Step 5: Evaluation of Semifinalists

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

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

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

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

Written Questionnaires

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

Recorded Semifinalist Interviews

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

Media Searches

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

Step 6: Search Committee Briefing to Select Finalists

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

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

Step 7: Evaluation of Finalists

Background Investigation Reports

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

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

DiSC Management Assessments (if desired, supplemental cost)

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

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

First-Year Plan or Other Advanced Exercise

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

Step 8: Interview Process

Face-to-Face Interviews

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

Stakeholder Engagement

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

Deliberations

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

Reference Checks

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

Step 9: Negotiations and Hiring Process

Determine Terms of an Employment Offer

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

Negotiate Terms and Conditions of Employment

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

Press Release (if requested)

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

Satisfaction Surveys

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

Post-Hire Services

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

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

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

Full Service Recruitment: Placement Guarantee

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

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

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

Full Service Recruitment: Typical Timeline

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

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

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

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

Full Service Recruitment: Fee Proposal

Not-to-Exceed Price: \$28,419

Not-to-Exceed Price is comprised of:

- **Fixed Fee of \$25,919**
- **Up to \$2,500 in Ad Placements (billed at actual cost)**

The Fixed Fee includes:

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

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

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

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

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

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

- There may be additional charges for substantial and substantive changes made to the recruitment brochure after the brochure has been approved by the Organization and the

position has been posted online. Organization would be notified of any supplemental costs prior to changes being made.

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

Billing

SGR will bill the fixed fee in three (3) installments: 35% upon contract execution, 35% after the applicant pool is presented, and 30% after finalist interviews. Ad placement expenses and

supplemental services/other expenses will be billed as incurred or provided. Balances that are unpaid after the payment deadline are subject to a fee of 5% per month or the maximum lawful rate, whichever is less, on the owed amount every month, charged monthly until the balance is paid.

Option 2: Limited Scope Recruitment

Approach and Methodology

A limited scope recruitment typically entails the following steps:

Step 1. Organization/Position Insight and Analysis

- Project Kickoff Meeting and Develop Anticipated Timeline
- Stakeholder Interviews and Listening Sessions
- Develop Recruitment Brochure

Step 2. Recruitment Campaign and Communication with Candidates

- Advertising and Marketing
- Sourcing Prospective and Active Candidates
- Communication with Prospective Applicants
- Communication with Active Applicants

Step 3. Initial Screening and Review by Executive Recruiter

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

Step 5. Transition the Search to the Organization

Step 1: Organization/Position Insight and Analysis

Project Kickoff Meeting and Develop Anticipated Timeline

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

Stakeholder Interviews and Listening Sessions

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

Develop Recruitment Brochure

After the stakeholder meetings, SGR will develop a recruitment brochure, which will be reviewed and revised in partnership with your organization until we are in agreement that it

accurately represents the sought-after leadership and management attributes. View sample recruitment brochures here: [GovernmentResource.com/Open-Recruitments](https://www.governmentresource.com/open-recruitments)

Step 2: Recruitment Campaign and Communication with Candidates

Advertising and Marketing

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

Sourcing Prospective and Active Candidates

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

Communication with Prospective Applicants

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

Communication with Active Applicants

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

Step 3: Initial Screening and Review by Executive Recruiter

SGR uses a triage process to identify high-probability, medium-probability, and low-probability candidates. This triage ranking is focused on overall assessment based on interaction with the

applicant, qualifications, any known issues concerning previous work experience, and evaluation of cultural fit with the organization.

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

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

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

Step 5: Transition the Search to the Organization

SGR will send emails to retain or release applicants after the briefing with the Search Committee, and provide application materials of retained applicants to the organization.

Post-Hire Services

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

Limited Scope Recruitment: Service Guarantee

SGR is committed to your satisfaction with the results of our Limited Scope Recruitment process. If, for any reason, you are not satisfied with the applicant pool, SGR must be notified within three (3) weeks of triage briefing date, and SGR will then coordinate with the organization to reopen the position, for a maximum of 45 days, at no additional charge to the organization (with the exception of reimbursable expenses). After the second posting of position, each additional opening will be charged as a new position for the full fee amount. Additionally, we promise not to directly solicit any candidate selected under this engagement for another position while they are employed with your organization.

Limited Scope Recruitment: Typical Timeline

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

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

Task	Week
• Post Position and Firm up Timeline • Recruitment Campaign and Outreach to Prospective Applicants • Initial Screening and Review by Executive Recruiter	Weeks 1-4
• Search Committee Briefing to Review Applicant Pool and Select Semifinalists	Week 5

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

Limited Scope Recruitment: Fee Proposal

Limited Scope Recruitment Fee: \$14,184

** Ad placement costs are not included in the price listed above. Ad placement costs are estimated to be between \$2,000 to \$3,000 and shall be added to the total cost of services upon approval from the organization.*

The Limited Scope Recruitment Fee includes:

- Virtual Stakeholder Interviews and Listening Sessions
- Production of a Professional Recruitment Brochure
- Recruitment Campaign and Outreach:
 - Outreach to Prospective Applicants
 - Custom Graphics for Email and Social Media Marketing
 - Announcement in SGR's Servant Leadership e-Newsletter
 - Post on SGR's Website
 - Ad on SGR's Job Board
 - Two (2) Targeted Job Blasts to SGR's Opt-In Subscriber Database
 - Promotion on SGR's LinkedIn
- Application Management and Screening
- Search Committee Briefing to Review Applicant Pool and Select Semifinalists
- Transition the Search to the Organization

A La Carte Services/Other Expenses not included in the Limited Scope Recruitment Fee:

- There may be additional charges for substantial and substantive changes made to the recruitment brochure after the brochure has been approved by the Organization and the position has been posted online. The Organization would be notified of any supplemental costs prior to changes being made.
- Ad placements are billed at actual cost. No ad placement costs will be incurred without prior approval of the Organization.
- **Stakeholder Survey / \$1,531**
 - SGR will provide recommended survey questions within three (3) business days of project initiation. SGR will set up an online survey within one (1) business day after the organization has reviewed and approved the survey questions. Stakeholders can be directed to a web page or invited to take the survey by email. SGR and the organization will agree to the open survey time period, typically ten (10) to thirty (30) days.
 - The organization shall be responsible for marketing and promoting the survey to stakeholders.
 - A written summary of results is provided to the organization within three (3) business days of survey close date. Survey is not validated statistically.
- **Questionnaire / \$230 per candidate**
 - SGR develops a written exercise customized to the position. SGR distributes

questionnaire to candidates, evaluates questionnaires, and holds a virtual briefing with Organization after questionnaires are received.

- SGR will provide a draft questionnaire to Organization within three (3) business days of request. SGR will send questionnaires to candidates within two (2) business days of Organization's approval of questionnaire. Candidates are typically given one (1) week to complete the questionnaire. SGR will be prepared to hold briefing with Organization within three (3) business days after receiving completed questionnaires from candidates.
- **Recorded Interviews / \$256 per candidate**
 - SGR offers recorded one-way or two-way interviews. SGR provides recommended position-specific questions for the organization's approval, coordinates candidate interviews, and emails a link to the organization to view the recorded interviews.
 - SGR will provide a link with the candidate interviews within two (2) business days after interviews are completed.
- **Media Reports / \$1,276 per candidate**
 - Our media search process involves web-based and social media research, enabling efficient and thorough vetting of candidates and minimizing the risk of overlooking critical information. These media reports have proven helpful by uncovering issues that may not have been previously disclosed by prospective candidates.
 - SGR will provide media report via email within two (2) weeks of receiving completed release form from candidate.
- **Management Style Assessments / \$179 per candidate**
 - SGR uses the DiSC Management psychometric assessment to provide detailed insights regarding how a candidate would lead and manage an organization. SGR will also provide a DiSC Management Comparison Report, which presents a side-by-side view of each candidate's preferred management style.
 - Candidates are typically given two (2) to three (3) business days to complete the assessments. The assessment reports will be provided to the organization within two (2) business days of assessment completion by candidates.
- **Background Investigation Report / \$511 per candidate**
 - Through SGR's partnership with a licensed private investigations firm, we are able to provide detailed comprehensive background reports.
 - Background check reports include: SSN trace and address verification; credit bureau report (if requested); personal information, address, and employment comparisons; county criminal and civil records search (for counties where the candidate has lived or worked in the last 10 years); state criminal records search (for states where the candidate has lived in the last 10 years); county warrants and warrants (for counties where the candidate has lived or worked in the last 10 years); Federal criminal records search; InstaCriminal national search; Global homeland security search; sex offender records search; driving/motor vehicle records; education verification for highest degree obtained; employment

verification (if requested); and military verification (if requested).

- **Reference Checks / \$256 per candidate**
 - SGR provides the organization a specific list of contacts to request from the candidate, based on the type of position. SGR provides a written (anonymous) summary of reference checks.
- **Supplemental Services / \$256 per hour**
 - If the organization desires any supplemental services not mentioned in this section, an estimate of the cost and hours to be committed will be provided at that time, and no work shall be done without approval. Supplemental services will be billed at \$256 per hour.
- Should the Organization request printing of those materials, the reproduction and shipping of briefing materials will be outsourced and be billed back at actual cost
- Travel is not anticipated or taken into consideration in limited scope search pricing. If the Recruiter and the Organization agree that Recruiter travel is beneficial for the Limited Scope Recruitment, travel time for the recruiter will be paid at a rate of \$256 per hour, plus \$1,021 per day for each day the recruiter is working onsite, regardless of number of hours worked. Meals are billed back at a per diem rate of \$18 for breakfast, \$20 for lunch, and \$32 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost with no markup for overhead.

Billing

SGR will bill the fee for the Limited Scope Recruitment in two (2) installments: 50% upon contract execution and 50% upon completion of services. Expenses, including reimbursable ad placement expenses, and supplemental services will be billed as incurred or provided. Payment terms are thirty (30) days from date of invoice. Balances that are unpaid after the payment deadline are subject to a fee of 5% per month or the maximum lawful rate, whichever is less, on the owed amount every month, charged monthly until the balance is paid.

Terms and Conditions

- The organization agrees not to discriminate against any candidate on the basis of age, race, creed, color, religion, sex, sexual orientation, national origin, disability, marital status, or any other basis that is prohibited by federal, state, or local law.
- The organization agrees to refer all prospective applicants to SGR and not to accept applications independently during the recruitment process.
- The organization agrees to provide SGR with any candidates that were previously accepted as applicants for the given position before engaging SGR to conduct the recruitment for the subject position.
- The organization shall specify how long SGR will accept applications for the position, up to a maximum of 45 days.
- Within seven (7) business days of application close date, SGR will conduct a virtual briefing with CLIENT and present candidate evaluations.
- The organization agrees to provide SGR with a list of any candidates to be released within two (2) weeks following the briefing with SGR. At that time, SGR will release any candidates that will not continue in the process and email the remaining candidates that the organization will be the primary contact from that point forward. If the organization does not provide a list of candidates to be released, SGR will email all candidates and notify them that the organization will be the primary contact from that point forward. SGR will then consider services fulfilled.
- If the organization wishes to place ads in local, regional, or national newspapers, the organization shall be responsible for paying directly for the ads and for placing the ads using language provided by SGR.
- The organization bears the cost of candidate travel, and candidates are reimbursed directly by the organization.

SGR Similar Recruitments

North Carolina Recruitments, 2022-Present

2025

- Wake County, North Carolina (pop. 1,200,000) - Chief Human Resources Officer
- Durham County, North Carolina (pop. 337,000) - Library Director

2024

- Apex, North Carolina (pop. 80,000) - Police Chief
- Wake County, North Carolina (pop. 1,175,021) - Director of Housing Affordability & Community Revitalization
- Wake County, North Carolina (pop. 1,175,021) - Director of General Services Administration
- Wake County, North Carolina (pop. 1,129,410) - Library Director
- Fayetteville, North Carolina (pop. 208,778) - Fire Chief
- Guilford County, North Carolina (pop. 549,000) - Human Resources Director

2023

- High Point, North Carolina (pop. 117,000) - IT Services Director
- Orange County, North Carolina (pop. 148,000) - Chief Information Officer

2022

- Wake County, North Carolina (pop. 1,100,000) - Chief Information Officer
- Cary, North Carolina (pop. 179,000) - Chief of Police

Municipal & County Management Recruitments, 2022-Present

In Progress

- Azle, Texas (pop. 15,000) – City Manager
- Bowie, Maryland (pop. 58,000) – City Manager
- Cameron, Missouri (pop. 8,300) - City Manager
- Elgin, Texas (pop. 12,800) - City Manager
- Iowa Colony, Texas (pop. 17,200) - City Manager
- Ketchikan, Alaska (pop. 8,200) - City Manager/Ketchikan Public Utilities General Manager
- Madisonville, Texas (pop. 4,630) – City Manager
- Olathe, Kansas (pop. 149,000) – City Manager
- Ottawa, Kansas (pop. 12,630) – City Manager
- Palmer Lake, Colorado (pop. 2,600) – Town Administrator
- Perryton, Texas (pop. 8,500) - City Manager
- Portland, Oregon (pop. 650,000) - City Administrator
- Richlands, Virginia (pop. 5,260) – Town Manager

- Waco, Texas (pop. 140,000) - City Manager
- Wadena County, Minnesota (pop. 14,400) – County Administrator

2025

- Aledo, Texas (pop. 7,000) - City Manager
- Abilene, Texas (pop. 125,000) - City Manager
- Argyle, Texas (pop. 6,000) - Town Administrator
- Athens-Clarke County Unified Government, Georgia (pop. 130,000) - County Manager
- Battle Creek, Michigan (pop. 52,700) - City Manager
- Biddeford, Maine (pop. 22,300) - City Manager
- Blaine, Minnesota (pop. 75,900) - City Manager
- Bonner Springs, Kansas (pop. 7,600) - City Manager
- Canadian, Texas (pop. 2,300) - City Manager
- Clay County, Missouri (pop. 260,000) - County Administrator
- Dundee, Florida (pop. 5,700) - Town Manager
- Finney County, Kansas (pop. 38,000) - County Administrator
- Florence, Colorado (pop. 3,800) – City Manager
- Garden Ridge, Texas (pop. 5,000) - City Manager
- Heath, Texas (pop. 10,400) - City Manager
- Jonestown, Texas (pop. 2,500) - City Administrator
- La Junta, Colorado (pop. 7,200) - City Manager
- Lamar, Colorado (pop. 7,700) - City Administrator
- North Central Texas Council of Governments (NCTCOG), Texas - Executive Director
- Oak Point, Texas (pop. 6,000) - City Manager
- Pacific, Missouri (pop. 7,800) - City Administrator
- Plainview, Texas (pop. 20,000) - City Manager
- Sedalia, Missouri (pop. 22,000) - City Administrator
- Springfield, Missouri (pop. 170,200) - City Manager
- Stevenson, Washington (pop. 1,600) - City Administrator
- Trinidad, Colorado (pop. 8,100) - City Manager

2024

- Brunswick, Maine (pop. 21,800) - Town Manager
- Chester County, Pennsylvania (pop. 540,000) – Chief Executive Officer
- Coffeyville, Kansas (pop. 8,800) - City Manager
- Des Moines, Washington (pop. 32,400) - City Manager
- Duncan, Oklahoma (pop. 23,000) - City Manager
- DuPont, Washington (pop. 10,200) - City Administrator
- Edwardsville, Kansas (pop. 4,700) - City Manager
- Leander, Texas (pop. 67,000) - City Manager
- Leavenworth, Kansas (pop. 37,600) - City Manager

- Manhattan, Kansas (pop. 55,000) - City Manager
- Marysville, Kansas (pop. 3,500) - City Administrator
- Medford, Oregon (pop. 90,900) - City Manager
- Miami, Oklahoma (pop. 12,200) - City Manager
- New Rochelle, New York (pop. 80,800) - City Manager
- New Smyrna Beach, Florida (pop. 32,400) - City Manager
- Orono, Maine (pop. 11,400) - Town Manager
- San Juan County, Washington (pop. 18,600) - County Manager
- St. Joseph, Missouri (pop. 72,000) - City Manager
- Topeka, Kansas (pop. 125,500) - City Manager
- Treasure Island, Florida (pop. 6,500) - City Manager

2023

- Camp Verde, Arizona (pop. 12,000) - Town Manager
- Cleburne, Texas (pop. 33,000) - City Manager
- Bristol, Tennessee (pop. 27,000) - City Manager
- Dobbs Ferry, New York (pop. 11,000) - Village Administrator
- Gatesville, Texas (pop. 16,000) - City Manager
- Glastonbury, Connecticut (pop. 35,000) - Town Manager
- Great Bend, Kansas (pop. 15,000) - City Administrator
- Justin, Texas (pop. 5,000) - City Manager
- Lafayette, Colorado (pop. 30,000) - City Administrator
- Laredo, Texas (pop. 256,000) - City Manager
- Largo, Florida (pop. 84,000) - City Manager
- Lawton, Oklahoma (pop. 90,000) - City Manager
- Mexia, Texas (pop. 7,000) - City Manager
- Nassau Bay, Texas (pop. 5,000) - City Manager
- Navajo County, Arizona (pop. 106,000) - County Manager
- Ottawa, Kansas (pop. 12,500) - City Manager
- Parker, Arizona (pop. 3,500) - Town Manager
- Rowlett, Texas (pop. 68,000) - City Manager
- Shawnee, Kansas (pop. 69,000) - City Manager
- Snoqualmie, Washington (pop. 14,000) - City Administrator
- Snyder, Texas (pop. 11,000) - City Manager
- Stillwater, Oklahoma (pop. 48,000) - City Manager
- Trophy Club, Texas (pop. 13,000) - Town Manager
- Williston, North Dakota (pop. 29,000) - City Administrator

2022

- Aledo, Texas (pop. 5,500) - City Manager
- Blaine, Washington (pop. 6,000) - City Manager

- Crandall, Texas (pop. 4,000) - City Manager
- Dalhart, Texas (pop. 8,500) - City Manager
- Edinburg, Texas (pop. 100,000) - City Manager
- Fort Collins, Colorado (pop. 175,000) - City Manager
- Frisco, Colorado (pop. 3,000) - Town Manager
- Graham, Texas (pop. 8,000) - City Manager
- Hutto, Texas (pop. 40,000) - City Manager
- Johnston, Iowa (pop. 24,000) - City Administrator
- Kennebunk, Maine (pop. 11,000) - Town Manager
- Kennedale, Texas (pop. 9,000) - City Manager
- Ketchikan, Alaska (pop. 8,000) - City Manager/Public Utilities General Manager
- Klamath Falls, Oregon (pop. 22,000) - City Manager
- Leawood, Kansas (pop. 34,000) - City Administrator
- Levelland, Texas (pop. 14,000) - City Manager
- Live Oak, Texas (pop. 16,000) - City Manager
- Madisonville, Texas (pop. 4,500) - City Manager
- Manor, Texas (pop. 15,000) - City Manager
- Marshall, Texas (pop. 23,000) - City Manager
- Mineral Wells, Texas (pop. 15,000) - City Manager
- Mont Belvieu, Texas (pop. 8,000) - City Manager
- Montgomery, Texas (pop. 2,400) - City Administrator
- Parkville, Missouri (pop. 7,000) - City Administrator
- Rocky Hill, Connecticut (pop. 21,000) - Town Manager
- Sunnyvale, Texas (pop. 8,000) - Town Manager
- Tolland, Connecticut (pop. 15,000) - Town Manager
- Walla Walla, Washington (pop. 34,000) - City Manager
- West Lake Hills, Texas (pop. 3,000) - City Administrator
- Wethersfield, Connecticut (pop. 26,000) - Town Manager
- Wickenburg, Arizona (pop. 7,500) - Town Manager



TOWN MANAGER

Town Of Richlands,
Virginia

Are you an innovative Leader with a passion for driving success in local government and the communities it serves? The Town of Richlands, VA, is looking for its next Town Manager—a forward-thinking, results-driven professional ready to shape the town’s future while honoring its rich history.

We’re seeking a leader who:

- Excels in public administration, local government finance, and economic development
- Communicates with transparency, fostering trust and collaboration among stakeholders
- Brings strategic vision, guiding infrastructure, fiscal sustainability, and operational excellence

Richlands is known as “The Center of a Friendly Circle” – a town that blends small-town warmth with economic opportunity. Read on to discover how you can be a part of its next chapter!

A LEGACY OF COMMUNITY, A VISION FOR TOMORROW.

Nestled in the scenic Appalachian Mountains, Richlands, VA, is a close-knit town spanning 2.7 square miles with a population of 5,261 (2020 Census). This community is rich in history, deeply rooted in tradition, and brimming with potential.

Bordered by the Clinch River, Richlands is a paradise for outdoor enthusiasts, offering fishing, kayaking, hiking trails, and ATV routes. The town also boasts a vibrant arts and cultural scene, from historic sites to seasonal performing arts events.

Richlands has evolved from its industrial roots as the “Pittsburgh of the South” – a former hub for coal, iron, and timber—into a town focused on sustainable growth. Today, it features a nationally recognized historic district, strong educational institutions, and emerging industries, including manufacturing and energy development.

Richlands is a town that values community, progress, and opportunity – a place where history meets innovation.

Richlands History



Area Tourism



POPULATION
5,261



MEDIAN HOUSEHOLD INCOME
\$31,169



MEDIAN HOME VALUE
\$94,800

Key employers include

Tadano Mantis Corporation
(crane manufacturing)

CNX Resources
(natural gas development)

Pure Salmon
(an innovative fish farming initiative)



GOVERNANCE & ORGANIZATION

Richlands operates under a Council-Manager form of government. The Mayor, elected for a two-year term, presides over the six-member Town Council, whose members serve staggered four-year terms. The Town Manager, appointed by the Council, oversees daily operations and ensures the town's policies and initiatives come to life.

Richlands delivers a full spectrum of municipal services, including public safety, utilities, and community services.





THE JOB

As the Town Manager, you will lead the day-to-day operations of Richlands' government, ensuring efficient service delivery, responsible fiscal management, and innovative strategic planning. Reporting to the Town Council, you will:

- Oversee all municipal departments, from public safety to community services.
- Develop and manage the town's operating and capital budgets.
- Drive strategic planning, including infrastructure upgrades and economic initiatives.
- Strengthen financial sustainability through new revenue streams and grant opportunities.
- Serve as the town's liaison with state, regional, and local agencies, as well as community stakeholders.

TOWN QUICKFACTS



EMPLOYEES

80 & **20**
FULL-TIME PART-TIME/
SEASONAL

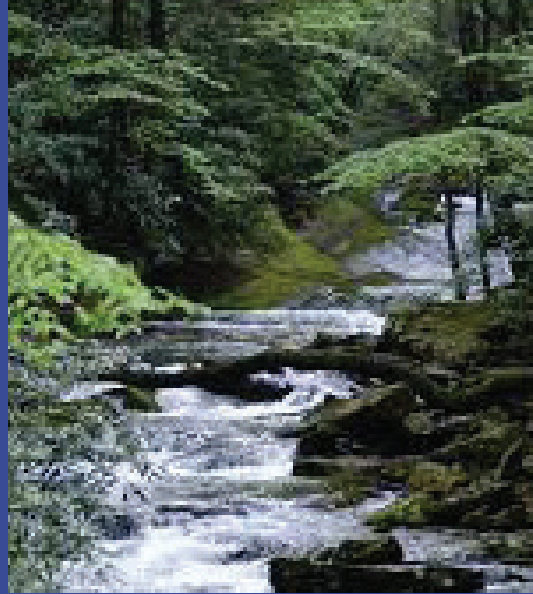


TOWN BUDGET

\$ 18
MILLION
including utilities

KEY PROJECTS FOR 2025

- **INFRASTRUCTURE:** UPGRADE WATER AND WASTEWATER TREATMENT FACILITIES.
- **ENERGY:** EXPAND NATURAL GAS SERVICE AND EXPLORE NEW POWER SUPPLY OPTIONS.
- **ECONOMIC DEVELOPMENT:** GROW THE TOWN'S TAX BASE THROUGH NEW PROJECTS.
- **PLANNING:** UPDATE THE COMPREHENSIVE PLAN TO BOOST TOURISM AND ECONOMIC GROWTH.
- **COMMUNITY DEVELOPMENT:** ENHANCE PROGRAMS AND STRENGTHEN CODE ENFORCEMENT.
- **WORKFORCE:** EVALUATE EMPLOYEE ROLES TO ENSURE THE RIGHT FIT FOR SUCCESS.



THE IDEAL CANDIDATE

We seek a proven leader in municipal administration, financial stewardship, economic development, and infrastructure planning, who demonstrates integrity, emotional intelligence, and strong communication skills. They must engage effectively with the Town Council, staff, and residents, fostering trust through transparency. This individual will be responsive to the Mayor and Council, ensuring timely updates and follow-through on requests. A strategic problem-solver, they should delegate effectively while driving long-term initiatives to modernize operations and enhance the town's infrastructure and economy. Strong financial expertise is essential, including budget development, fiscal sustainability, and securing grants. They must also possess resilience, handling both positive and negative feedback while working collaboratively to implement innovative solutions that support Richlands' growth.

EXPERIENCE & QUALIFICATIONS

Required:

- Master's degree in public administration, business management, political science, or a related field
- 3-5 years of executive-level municipal management experience
- Expertise in public administration, finance, public works, and economic development

Preferred:

- Experience in Virginia local government and familiarity with state municipal statutes
- Financial and risk management expertise, including securing grants and capital planning
- ICMA Credentialed Manager designation or active involvement in ICMA/VLGMA
- Background in engineering or infrastructure projects
- Strong foundation in strategic planning and organizational modernization





SALARY & BENEFITS

- Compensation is dependent on experience and qualifications
- Health Benefits: Medical, dental, and vision coverage for employees and dependents
- Paid Leave: PTO, vacation, holidays, and sick leave
- Retirement: Participation in the Virginia Retirement System (VRS) pension plan
- Professional Development: Support for conferences, training, and continuing education
- Flexible Work Arrangements: As approved by the Town Council
- Additional Benefits: Potential vehicle allowance or mileage reimbursement for official travel

Residency: Residency within the Town of Richlands is required for the Town Manager within a reasonable time frame, as agreed upon with the Town Council following the start of employment, in accordance with the Town Charter.

The Town of Richlands is committed to fostering a supportive and balanced work environment, ensuring its employees thrive personally and professionally.

HOW TO APPLY

[Apply Here](#)



For more information on this position, contact:

Kurt Hodgen Senior Vice President

KurtHodgen@GovernmentResource.com | 540-820-0531

The Town of Richlands is an Equal Opportunity Employer and values diversity and inclusion in its workforce. Applicants selected as finalists for this position will be subject to a comprehensive background check.

BLACK MOUNTAIN, NORTH CAROLINA

EXECUTIVE RECRUITMENT SERVICES FOR

Town MANAGER

Prepared by Robert E. Slavin on December 29, 2025



SLAVIN MANAGEMENT
CONSULTANTS

3040 Holcomb Bridge Rd. Suite A-1 • Norcross, Georgia 30071 • (770) 449-4656 • FAX (770) 416-0848

• E-mail: slavin@bellsouth.net • Website: www.slavinweb.com

With an affiliates in Alexandria, VA; Burlington, NC; Louisville, KY; Manteca, CA and Queen Creek, AZ

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EEO Statement
SMC Sexual Harassment Policy
Minority and Female Placements

COVER LETTER



SLAVIN MANAGEMENT
CONSULTANTS

December 29, 2025

Mayor Sobol
and Members the Town Council
Town of Black Mountain
Town Hall
160 Midland Avenue
Black Mountain, NC 28711
% Susan Russo-Klein, Town Attorney
Via email: srussoklein@roberts-stevens.com

Re: RFP for Executive Recruitment Services

In response to the Town's Request for Proposals, attached is a proposal from Slavin Management Consultants to conduct an executive search for the Town of Black Mountain, NC's next Town Manager. The purpose of this project is to help the Town Council to develop and agree to a comprehensive position profile for Town Manager and then to identify, recruit and present outstanding candidates who meet these criteria. Once the profile has been approved by the Town Council, SMC will have no difficulty identifying quality prospective candidates and becoming immediately productive. It is normal for a Town Manager search to take between sixty and ninety days to complete.

This important engagement will be managed by me, Robert E. Slavin. Members of the proposed search team include Tom Gates, Barbara Lipscomb and Randi Frank. Biographical info for each team member is provided in this proposal.

SMC is pleased to submit this proposal. We are most capable and interested in providing these services to Black Mountain.

Our contact information is:

Robert E. Slavin, President
Slavin Management Consultants
3040 Holcomb Bridge Road, A1
Norcross, GA 30071
E-mail: slavin@bellsouth.net
Phone: 770.449.4656
Fax: 770.416.0848

Sincerely,

SLAVIN MANAGEMENT CONSULTANTS

Robert E. Slavin, President

PROJECT OVERVIEW

About the Town of Black Mountain

The Town of Black Mountain, incorporated in 1893, and is located 15 miles east of Asheville on the eastern edge of Buncombe County within Western North Carolina. The Town was named for the Black Mountain range, part of the Blue Ridge province of the Southern Appalachians and presently covers 6.5 miles. The U.S. Department of Commerce, Bureau of the Census estimates that the June 30, 2024, population of the Town was 8,905.

The Town has operated under the council/manager form of government since 1986. Policy-making and legislative authority are vested in the Town Council, consisting of the mayor and five council members. The Mayor and Town Council serve four-year staggered terms, with all elections being non-partisan. The Town Council is responsible for, among other things, passing ordinances, adopting the budget, appointing committees, and hiring the Town Manager and Town Attorney.

The Town Manager is responsible for carrying out the policies and ordinances of the Town Council, for overseeing the daily operations of the government, and for appointing heads of the Town's departments. The Town provides numerous services for its citizens including cultural and recreational activities, general administration, planning, zoning, economic development, building inspections, police, fire, sanitation, public works, stormwater, and construction and maintenance of highways, streets, and other infrastructures. The Town also provides and maintains water utilities for the benefit of its citizens and businesses. The Town has a current total budget of \$19,569,250 of that \$11,785,500 comprises the General Fund.

About Slavin Management Consultants

Slavin Management Consultants (SMC) is an independent management consulting firm formed in 1991 and incorporated in the State of Georgia. We operate nationwide from our home office near Atlanta, Georgia. I am the principal and only stock holder of the firm. SMC has affiliates in Alexandria, VA; Burlington, NC; Louisville, KY; Manteca, CA and Queen Creek, AZ. Our Federal ID number is 58-2377-314.

The company provides exceptionally high-quality consulting services to state and local governments, health care providers, transit authorities, utilities, special districts, and private sector clients. Specialty practice areas include executive recruitment, pay and classification, performance appraisal systems, and organization development and training. Our key consultants have conducted successful assignments for hundreds of public sector and not profit organizations nationally and offer many references as testimony of our work.

Over the years, SMC has recruited and placed more than 900 local government executives including several in North Carolina where we have placed executives in Asheville, Buncombe County, Carrboro, Cary, Charlotte, Chapel Hill, CMUD, Durham, Greensboro, Greenville, Harnett County, Hertford County, Huntersville, Mecklenburg County, Orange County Orange Water and Sewer Authority, Triangle Transit Authority, Wake County, and Winston-Salem. SMC is proud that more than 25% of our placements have been with woman and/or minority candidates. SMC has a strong and proven track record of providing exceptional recruitment services to public agencies and has received many accolades supporting this work.

Our process as described in this proposal is designed to be minimally disruptive to the Town's normal activities. However, it will be critical to have Town Council member involvement at the beginning of the search to gather information critical to producing an accurate recruitment profile. We will meet with the Town Council at least two additional times - - once for an in-person progress meeting and then for finalist candidate/Town Council interviews. We will need an assigned staff liaison to schedule necessary meetings and to facilitate orderly information exchange.

This proposal commits the highest level of our firm's resources. As SMC President, Bob Slavin, will manage and have overall responsibility for the project. He is among the most experienced recruiters of governmental managers in the nation. *He has the authority to bind the corporation.* He and Tom Gates will serve the primary project consultants. They will be assisted by Randi Frank and Barbara Lipscomb. All four team members have been local government executives and are now experienced human resources consultants. Barbara is a former North Carolina Town Manager. She has achieved ICMA's *Credentialed Manager* status. Our bios are included in this proposal.

SAMPLE OF SMC PLACEMENTS

CLIENT	POP	SEARCH FOR	START DATE	FINISH DATE	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Buncombe County, NC	260,000	County Manager	10/29/18	1/7/19	Slavin/Lipscomb	Avril Pendor (828) 250-4100
Citrus County, FL	155,800	County Manager	7/20/22	10/18/22	Slavin/Trager	June Randall, H/R Director (352) 527-5372 june.randall@citrusbocc.com
Clarkston, GA	14,500	City Manager	8/23/24	2/8/25	Slavin/Lipscomb	Mayor Beverly Burks (770) 331-3285 Bburks@cityofclarkston.com
Corpus Christi, TX	285,000	City Manager	12/13/18	4/10/19	Slavin/Wenbert	Mayor Paulette M. Guajardo (361) 826-3100 paulette.guajardo@cctexas.com
Corinth, TX	20,600	City Manager	7/11/22	8/30/22	Slavin/Krings	Guadalupe Ruiz Human Resources Director (940) 498-3277 gruiz@cityofcorinth.com
Danville, KY	17,000	City Manager	9/16/20	11/30/20	Slavin/Frank	Mayor Mike Perros (859) 238-1200 mayor@danvilleky.org
Daytona Beach, FL	68,900	City Manager	12/08/20	03/12/21	Slavin/Lipscomb	James Sexton (386) 671-8200 sextorj@codb.us
Delaware, OH	41,300	City Manager	3/14/23	7/26/23	Slavin/Kross	Jessica Feller Dir. of Human Resources (740) 203-1025 jfeller@delawareoh.net
Dofia Ana County, NM	225,000	County Manager	4/27/24	8/2/24	Slavin/Kross	Christopher Schaljo-Hernandez County Chair (575) 525-5808 schaljohernandez@donaanaacounty.org
Dothan, AL	68,500	City Manager	7/20/24	217/25	Slavin	Mayor Mark Saliba (334) 615-3110 mayor@dothan.pog

CLIENT	POP	SEARCH FOR	START DATE	FINISH DATE	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Durango, CO	19,071	City Manager	2/4/20	7/3/20	Slavin/ Krings	Mayor Melissa Youssef (970) 759-64.77 Melissayoussefr@durangogov.org
Evans, CO	21,400	City Manager	10/4/16	1/20/17	Slavin/ Wenbert	Julie Roeder H/R & Risk Mgmt Dir (970) 475-1138 jroeder@evanscolorado.gov
Georgetown, SC	10,000	City Administrator	3/14/19	5/31/19	Slavin	Mayor Carol Jayroe (843) 545-4175 cjayroe@coqsc.com
Georgetown County, SC	61,000	County Administrator	11/22/19	3/11/20	Slavin/Lipscomb	Board Chair John Thomas (843) 327-3718 johnthomas@gtcounty.org
Greenville, NC	84,500	City Manager	3/15/17	6/11/17	Slavin	Mayor PJ Connelly (252) 329-4419 amthomas@greenvillenc.gov
Groves, TX	18,000	City Manager	5/6/23	9/8/23	Slavin/Kross	Stephanie Gaspard H/R/ Director sgaspard@cigrovestx.com
Harnett County, NC	133,568	County Manager	9/15/21	11/22/21	Slavin/ Lipscomb	Chair Lewis Weatherspoon (919) 306-2900 Lweatherspoon@harnett.org
Kettering, OH	57,862	City Manager	8/16/22	10/15/22	Slavin/Krings/ Kross	Jenny Smith, H/R Director (937) 296-2446
Lubbock, TX	340,000	City Manager	7/18/16	10/28/16	Slavin/ Wenbert	Councilwoman Latrelle Joy (806) 775-2030 ljoy@mylubbock.us
Mount Dora, FL	12,500	City Manager	7/13/21	9/14/21	Slavin	Sharon Kraynik Fmr Human Resources Dir Current Port Orange HR Dir (386) 506-5560
Mount Rainier, MD	8,100	City Manager	3/04/21	7/08/21	Slavin	Mayor Celina Benitz (301) 985-6585 mayorbenitez@mountrainiermd.org
Metro/Plan Orlando	3-County MPO	Executive Director	3/23/18	6/1/18	Slavin	Mr. Jason S. Loschiavo, CPA Director of Finance & Admin MetroPlan Orlando (407) 481-5672 Ext. 310 jloschiavo@metroplanorlando.org
Metropolitan Washington COG (D.C.)	COG/ MPO	Chief Financial Officer	3/23/19	9/20/19	Slavin/Frank	Mr. Clark Mercer, Executive Director (202) 962-3260 cmercerc@mwco.org
Novi, MI	53,000	City Manager	3/25/23	5/30/23	Slavin/ Krings/ Kross	Tia Gronlund Fox H/R Director tgronlundfox@cityofnovi.org

CLIENT	POP	SEARCH FOR	START DATE	FINISH DATE	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Quitman, GA	3,703	City Manager	3/17/21	8/03/21	Slavin/ Lipscomb	Councilman Mark De Vane (229) 263-4166 mdevine@quitman.org
Sandusky, OH	25,000	City Manager	5/5/23	7/28/23	Slavin	Richard Brady, Comm. President (419) 627-5850 rbrady@cityofsandusky.com
Volusia County, FL	550,000	Deputy County Manager	3/18/19	7/21/19	Slavin/ Lipscomb	Mr. George Recktenwald County Manager (386) 736-5920 grecktenwald@volusia.org
Winter Springs, FL	40,000	City Manager	6/12/24	9/5/24	Slavin	Mayor Kevin McCann (404) 327-5956 kmccann@winterspringsfl.org

SCOPE OF SERVICES

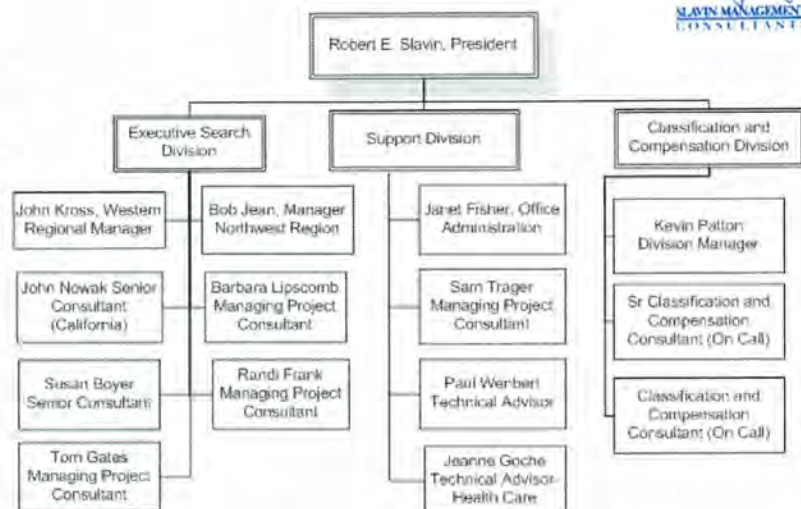
Slavin Management Consultants (SMC) uses a "critical path" search process which allows our clients to focus attention on the selection process rather than on identifying, recruiting, screening and evaluating candidates. We understand that each client's need for key executives is different and that there is no "best" person for all situations. The best prospects are typically happily employed and not responding to advertisements. These people need to be found and encouraged to become candidates. They are understandably reluctant to apply for positions when their interest could become a matter of public information prior to being assured that Black Mountain is interested in their candidacy. Our approach to this assignment will reflect the unique qualities of Black Mountain. It will honor the interests of candidates to the extent possible under North Carolina law.

SMC provides comprehensive and thorough executive search services to its clients which are distinguished by our detailed interviews with finalist candidates. Our work is of the highest quality. The average tenure of our chief executive placements is about eight years. The national average is about five years.

We recommend a proven and comprehensive five-step process to complete this project. The steps are as follows:

- Develop job qualifications and requirements for the position -- the *Recruitment Profile*.

SLAVIN MANAGEMENT CONSULTANTS Organizational Chart SEPTEMBER 2023



- Identify and recruit qualified candidates.
- Evaluate prospective candidates.
- Make recommendations, help in selection and facilitate employment.
- Establish evaluation criteria and follow-up.

PROJECT/METHODOLOGY

Each step of this process is described below.

A. Develop Position Profile

We will meet with each Town Council member individually and with staff and others of the Town Council's choosing to learn the Town's needs, focus and requirements such as experience, education and training as well as preferred management style and personal traits. In developing the recruitment profile, we will spend a considerable amount of time at the beginning of the process in Black Mountain to gather additional information about the Town and to ascertain, the unique challenges of the job and the general environment within which the position functions.

Once we have gained the necessary information, we will prepare a draft recruitment profile and review it with the Town Council to arrive at a general agreement regarding the specifications for the position. The final profile will include information about the Buncombe County region, the Town of Black Mountain, the Town government, major issues to be faced, the position and the selection criteria established.

B. Identify Qualified Candidates

We will first review our database to find those candidates whom we may already know and/or already have on file who may meet your specifications. Although the above process is valuable, we will rely heavily on our own contacts in related fields, on our extensive experience and, increasingly, on professional web-based networking. In other words, through "networking," we will conduct a professional search to locate well-qualified candidates and invite them to apply for the position. In this effort, we utilize appropriate professional organizations and publications, our established contacts, and our knowledge of quality jurisdictions and their employees.

We will prepare and place electronic and print-based advertisements with national, state and regional professional organizations. We will acknowledge all resumes received and thoroughly screen all potential candidates.

C. Evaluate Prospective Candidates

Preliminary Screening and Progress Report

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

Candidates who meet and/or exceed the Town's requirements will be asked to complete a detailed written supplemental questionnaire which is tailored to the Town's recruitment profile. This narrative questionnaire requires candidates to provide comprehensive information about their career history and aspirations, professional accomplishments, management style, professional philosophy and compensation expectations. We reevaluate the candidates based the information they provide on the questionnaire and develop a semifinalist group to present to the Town Council.

We will meet with the Town Council to provide a progress report on the semifinalist candidates. The semifinalists will be top prospects who clearly meet the Town's specifications for the position. With refined guidance from the Town Council, we will narrow the semifinalist candidate group.

During this progress meeting we will assist the Town Council to develop a comprehensive plan for final candidate interviews. Details will include confidentiality issues, scheduling, candidate travel, community tours, staff and community involvement. We will also determine the Town Council's expectations relative to interview questions that we will write as well as candidate rating and scoring processes which will be included in our final report.

D. Selection and Employment

In-depth Screening and Project Completion

At this point, we will interview those semifinalist candidates whom the Town Council has the greatest interest in. Proper "fit" is as important as technical ability. We assess both. In order to better assess candidates' management style and interpersonal characteristics, we personally interview each. We will closely examine each candidate's experience, qualifications, achievements, management style and interpersonal skills in view of the selection criteria and our professional expertise in evaluating the quality of such qualifications, skills and achievements.

We conduct in-depth background checks on those individuals who continue to demonstrate their overall suitability for the position. Included are detailed and extensive reference checks which cover a minimum period of three positions or ten years. In conducting these, it is our practice to speak directly to individuals who are now or have been in positions to evaluate the candidate's job performance. We ask each candidate to provide us with a large number of references. We then network these references to other persons who know the candidate. In this way, we thoroughly evaluate each candidate. These references and evaluations are combined to provide frank and objective appraisals of the top candidates.

As part of our evaluation process we conduct credit checks and verify undergraduate and graduate college degrees. We also conduct national and local criminal history, social security, social media, sex offender, civil court records and driving record checks. At the Town Council's option, we can arrange for psychological (or similar) testing of the candidates. This optional item may result in extra cost.

We will then meet with the Town Council to present a group of well-qualified finalist candidates for interviews in Black Mountain. These final candidates will not be ranked because, at this point, they will all be qualified and it will then be a matter of fit between the candidates and the Town Council and staff that should produce the final selection decision.

Our final report will be presented in a meeting with the Town Council. This written report is a comprehensive document. It contains our candidate recommendations, details about the search, interview tips, interview questions, candidate evaluation forms and information about legal vs. illegal inquiries. The report also includes the candidate interview schedule as well as recommendations relative to timing, sequencing, location, setting, format, and conduct of interviews. The report contains comprehensive information about each recommended candidate. This includes educational and experience information, an evaluation of the candidate's experience relative to the criteria established by the Town Council, a summary of reference comments and a statement of accomplishments and management style prepared by the candidate.

We will provide information about trends in employment, employment contracts and agreements, relocation expenses, perquisites, appropriate roles for spouses, receptions, etc. We arrange schedules for top candidate interviews with the Town Council and we will coordinate the entire process.

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

We will notify all unsuccessful candidates of the final decision reached. Finally, will continue to work for the Town Council until a suitable candidate is recruited and hired by the Town Council.

E. Establish Evaluation Criteria

At the Town Council's request, once the new Town Manager has been on board for 30 days or so, we will conduct a session with the Town Council and with the new Town Manager to establish first-year performance criteria and goals for the new Town Manager.

F. Follow-up

We will follow-up with the Town Council and the new Town Manager during the first year and assist in making any adjustments that may be necessary.

G. Reporting

We will keep the Town Council informed and involved in strategic decisions throughout the search process. We will provide frequent progress reports to the Town Council.

H. Statement of Equality

SMC is an equal opportunity employer and recruiter, and will not discriminate against any employee or applicant for employment because of age, sex, race, creed, color, national origin, disability, sexual orientation, gender expression or gender identity. SMC will take affirmative action to ensure that applicants are treated fairly and legally during employment without regard to their age, sex, race, creed, color, national origin, disability, sexual orientation, gender expression or gender identity.

I. Project Schedule

The search process normally takes between sixty (60) and ninety (90) days to complete and typically follows the following pattern:

		DAYS			
STEPS		1-30	30-45	45-60	60-360
1.	Develop Search Process, Recruitment Profile and Advertising Program for Town Council Approval	✓			
2.	Identify Qualified Candidates, Review Data Base, Network, Receive and Review Resumes	✓	✓		
3.	Screen & Evaluate Prospective Candidates		✓		
4.	Progress Meeting and Report		✓		
5.	Interview and Evaluate Prospective Candidates		✓	✓	
6.	Submit Final Report and Recommendations, Assist in Selection, Facilitate Employment Agreement			✓	
7.	Establish Evaluation Criteria and Follow-up				✓

Approximately twelve semifinalist candidates are presented to at the progress meeting. Generally, about five finalist candidates are presented for interviews with the Town Council.

J. Deliverables

Deliverables include the recruitment profile (draft and final), the advertisement (draft and final), the progress report (presented in person), the final report with interview tips, interview schedule, interview questions, candidate resumes, candidate evaluations, candidate supplemental; questionnaires, rating sheets, ranking forms, tabulation forms and appropriate/inappropriate question list and negotiated employment agreement between the Town Council and the selected candidate.

K. Warranty Provisions

We provide a comprehensive set of assurances and guarantees to our executive recruitment clients that include:

- We are committed to excellence. We guarantee the highest quality of work and its success in your environment. To accomplish this, we will continue to work with the Town Council until the Town Council is satisfied with the candidates and a satisfactory candidate is selected and accepts employment.
- We guarantee our work and will redo the search if the position is vacated, for any reason, within two years of the employment date of a candidate selected by the Town Council through our efforts.
- We will never actively recruit any candidate who we have placed nor will we actively recruit any employee from a client for two years from the completion date of an assignment.

CONSULTING STAFF

Robert E. Slavin, President

Mr. Slavin will manage and serve as the lead consultant for this project. He is a pioneer in public sector and nonprofit executive search. He is among the best known and respected professional recruiters in the business. He has been a frequent speaker before professional groups and he has written several articles for professional journals concerning governmental management. By special invitation, Mr. Slavin assisted the United States Office of Personnel Management to define and set up the Senior Executive Service for the Federal Government.

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

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

Before being invited to join Korn/Ferry International, Mr. Slavin served as Assistant City Manager/Director of Human Resources for the City of Beverly Hills, California.

While at Beverly Hills, Mr. Slavin conducted many executive level recruitment assignments involving nationwide search and placement. Before joining the City of Beverly Hills, Mr. Slavin

was the Assistant Personnel Director for the City of San Leandro, California.

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

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

Organizations (current and past)

- International City/County Management Association
- National Forum for Black Public Administrators
- International Personnel Management Association
- IPMA - Human Relations Commission
- IPMA - Publications Review Committee
- Society for Human Resource Management
- Government Finance Officers Association
- American Planning Association

Randi Frank, Managing Consultant/CEO of Randi Frank Consulting, LLC

Ms. Randi Frank is an independent local government human resources and management consultant based in Louisville, KY. Her varied background includes more than thirty-five years of experience working with and for government agencies. She has eighteen (20) years of executive search consulting experience combined with thirteen (13) years of Assistant Town Manager experience in Connecticut Municipalities (Rocky Hill and Cheshire). As an Assistant Town manager, Ms. Frank oversaw human resources, risk management, purchasing, grants, recycling and project management.

Earlier in her career she served as a budget/management analyst and research associate in two counties in Virginia and two agencies in California with some experience with Federal agencies. As a consultant she has worked on executive search projects in most East Coast and in the Mid-Atlantic states.

Ms. Frank holds a Master's degree in Public Administrations from the University of Southern California and a Bachelor's degree in Urban Affairs from the University of Rhode Island. She is certified as a professional risk manager by the Insurance Institute of America and School Business Manager by the State of CT. She is a certified woman owned small business in Louisville and Kentucky and was certified in CT for 16 years.

Organizations:

- International City Management Association — Member & Conference Fellow
- Connecticut Town & City Managers Assoc. — Member & Past Board Member
- Kentucky City & County Managers Association — KCCMA Member
- International Public Management Assoc.-HR — KY Chapter, Past CT Chapter

- NPELRA- National Public Employer Labor Relations Assoc. — CT Chapter
- SHRM — Society of Human Resources Managers — Louisville Chapter
- Truman Scholar & Member of Truman Scholarship Association
- Past CT PRIMA (Public Risk & Insurance Mgmt. Assoc.) President & Officer

Thomas C. Gates, Senior Project Consultant

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

Before MWCOG, Tom served as Chief Administrative Officer (CAO) or Deputy CAO for the following municipal governments:

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

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

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

Professional Services:

- Board Member - Educational Opportunities for Alexandrians;
- Board Member - Abuse & Prevention Council of Alexandria
- Committee Member - City of Alexandria Budget & Fiscal Affairs Advisory Committee

Barbara W. Lipscomb, ICMA-CM, CPM, MRP - SMC Managing Consultant

Professional Summary

- Achievement oriented Certified Public Manager (Florida State University), possessing more than thirty-five years of progressively responsible experience in municipal administration at the city manager, deputy city manager and assistant city manager levels, primarily in the State of Florida
- Extensive experience with state-level leadership and mentoring of other public managers through the Florida City and County Managers Association
- Extensive experience and success with state and federal intergovernmental relations and special appropriations
- Proven track record for local government and community project development/ redevelopment projects
- Strong financial background, including organization downsizing, and profitability assurance

Professional Experience

City of Greenville, North Carolina

City Manager - August 2012 – August 2017 (Retirement)

Greenville, North Carolina, 90,000+ population, \$131.2 M total budget, including \$82.6 million General Fund Budget, 750 full-time employees.

City of Casselberry, Florida

City Manager - January 2007 – January 2012

Casselberry, Florida, 26,000 population (approx), \$40.5 million General Government Budget, including \$18 million General Fund Budget

City of Gainesville, Florida

Assistant City Manager - February 2004 – January 2007

Gainesville, Florida, 120,000 population, \$212 million General Government Budget, including \$92 million General Fund Budget

Interim City Manager - October 2004 – September 2005

Directed all City of Gainesville general government operations and departments

Assistant City Manager - February 2004 – October 2004

City of Lakeland, Florida

Assistant City Manager

Deputy City Manager, Assistant to the City Manager - May 1986 – February 2004

Lakeland, Florida, 86,000 population, \$250 million total budget

City of Grand Rapids, Michigan

Management Analyst - 1982 – 1986

Grand Rapids, MI, 200,000 population, \$200 million total budget

Administrative Assistant, Community Enrichment Services Group

Education

University of North Carolina, Chapel Hill, N.C.

Master of Regional Planning

University of Georgia, Athens, GA

BA (Geography and Political Science)

Professional Certifications

- International City/County Managers' Association (ICMA), Credentialed Manager - 2004
- Florida State University, Certified Public Manager - 2003
- Florida Public Labor Relations Association, Certificate in Labor Relations - 2003
- National Forum for Black Public Administrators Executive Leadership Institute - 1988-89
- Florida Redevelopment Association Certified Redevelopment Administrator - 2011

REFERENCES

Mayor Harry Williams

City of Hardeeville
P.O. Box 609
205 Main Street
Hardeeville, SC 29927
(843) 784-2231 x1200
City Manager Search (2024)
hwilliams@hardeevillesc.gov

Mayor Brenda Bethune

City of Myrtle Beach
937 Broadway Street
Myrtle Beach, SC 29578
(843) 918-1001
City Manager Search 2022
bbthuene@cityofmyrtlebeach.com

Mr. W. Brooks Matthews

Former Chair
Harnett County
420 McKinney Parkway
Lillington, NC 27546
(910) 890-3943
County Manager Search (2021)
matthews@harnett.org

George Recktenwald

County Manager
Volusia County
Population: 553,300
123 W. Indiana Street
DeLand, FL 32720
(386) 736-5920
Deputy County Manager Search (2019)
grechtenwald@volusia.org

Bo White

Council Member
City of Hardeeville
P.O. Box 609
205 Main Street
Hardeeville, SC 29927
(843) 784-2231 x1200
City Manager Search (2024)
bwhite@hardeevillesc.gov

Lillie Johnson

County Council Member, Dist 4
Georgetown County
906 N. Merriman Road
Georgetown, SC 29440
(843) 546-6307
County Administrator Search (2021)
lilliejohnson@gtcounty.org

COST PROPOSAL

Professional Fee

Our fees are based on a rate schedule that reflects the experience of the individual assigned. We use a flat fee rate schedule. Therefore, there are no project limitations based on annual salary. For this assignment we are proposing to use only consultants who have specific experience on similar assignments for other clients. We will use senior consultants where appropriate and to reduce the overall cost. We will use staff consultants when feasible. The following tables show the level of involvement by project step and cost.

PROJECT COSTS					
STEPS	ASSIGNED HOURS (Approximate)			RATE (Hr)	FEES
	Project Manager	Consultant	Total		
1. Project Planning/Develop Position Profile/Prepare and Place Announcements	40		40	80	\$3,200
2. Identify & Recruit Candidate/Acknowledge all Resumes	35		35	80	\$2,800
		36	36	30	\$1,080
3. Preliminary Candidate Screening	12		12	80	\$960
		10	10	30	\$300
4. Progress Report to the City Council/ Reduce Candidate Pool	12		12	80	\$960
		8	8	30	\$240
5. In-depth Candidate Evaluation (Includes consultant interviews with semi-finalist candidates)	38		38	80	\$3,040
		16	16	30	\$480
6. Arrange for & Schedule Final Interviews	4		4	80	\$320
7. Prepare Final Report with Interview Questions and Selection Criteria	8		8	80	\$640
		16	16	30	\$480
8. Present Final Report and Attend Interviews	16		16	80	\$1,280
9. Assist in Employee Selection	2		2	80	\$160
10. Negotiate Employment Agreement	4		4	80	\$320
11. Establish Performance Goals	6		6	No Charge	\$0
12. Follow-up	4		4	No Charge	\$0
TOTAL HOURS	181	86	267		
TOTAL COSTS					\$16,260

Expenses

Consultant Travel Costs: The client pays direct cost for all necessary consultant travel using coach or, when available, lower air rates, corporate hotel rates at moderately priced properties (Holiday Inn or equivalent), rental cars, using the corporate discount and normal meals. Client controls these costs in the following ways: (1) when appropriate, consultants will accomplish

multiple purposes when traveling and will allocate costs to multiple clients; (2) the client pre-approves all work plans including all consultant (and candidate) travel; (3) SMC will comply with the current State of North Carolina travel expense per diem rate schedule.

Office Costs Include: Telephone (\$350 flat fee, billed in two installments), FAX, postage, messenger, copier, and clerical costs.

Average Advertising Costs: Normally about \$2,500. Client controls these costs because the advertising program will be approved by the City prior to implementation.

Expenses for items identified above will not exceed 55% of the professional fee or \$8,943. Therefore, the total not-to-exceed cost for these services would be \$25,203. This proposal supports three trips to Black Mountain by SMC consultants. Should more than three such trips be required by the City and the cost for the additional trip(s), causes the total allowable expense costs to exceed 55% of the fee, SMC will invoice the City for this added out of pocket cost.

The cost for finalist candidates travel to Black Mountain for interviews is in **addition to the above not-to-exceed amount**. Such costs are impossible to forecast and vary widely depending on candidate location, spouse involvement, time required for candidates to be in Black Mountain, etc. Your liability to Slavin Management Consultants for services rendered under this agreement will not exceed the agreed upon price unless an increase is authorized by you in writing.

We will submit monthly invoices for fees and expenses. It is our practice to bill 30% at the start of the searches, 30% at the end of thirty days, 30% at the end of sixty days, and the remaining 10% shortly after the time the new City Manager accepts employment with the City. Each invoice will be payable upon receipt for professional services. Expenses will be billed in addition and shown as a separate figure. Attached is a pro-forma invoice showing the level of accounting detail we will provide.

We will comply with all applicable laws, rules, and regulations of federal, state, and local government entities. Our ability to carry out the work required will be heavily dependent upon our experience in providing similar services to others and we expect to continue such work in the future. We will, to the degree possible, preserve the confidential nature of any information received from you or developed during the work in accordance with our professional standards.

We assure you that we will devote our best efforts to carrying out the engagements. The results obtained, our recommendations, and any written material provided by us will represent our best judgment based on the information available to us. Our liability, if any, will not be greater than the amount paid to us for the services rendered. This proposal constitutes the agreement between us. It cannot be modified except in writing by both parties. Our agreement will be interpreted according to the laws of the State of North Carolina.



EXHIBITS

SLAVIN MANAGEMENT
CONSULTANTS

The City of Myrtle Beach, South Carolina

Invites your interest in the position of

CITY MANAGER



LIFE IN MYRTLE BEACH

Introduction

Slavin Management Consultants has been retained by the City of Myrtle Beach, South Carolina to assist in the recruitment, hiring, and orientation of a new City Manager. This profile has been developed after consultation with the City Council. The Council is unified in its objective to hire a highly-qualified professional based on the interpersonal and professional qualities and skills desired for the position.

The Community

Myrtle Beach is a well-known destination for vacationers from around the country, Canada and abroad. The City's 33,908 permanent residents (according to the 2010 Census 2018 Update) and millions of visitors enjoy wide beaches, warm weather and an incredible range of entertainment, recreation, nightlife, golf, shopping and dining, with more than 300 hotels and accommodation properties and nearly 500 restaurants inside the city limits.

The name "Myrtle Beach" comes from the Wax Myrtle, an abundant local shrub, and was chosen in a naming contest in 1900. A young town, Myrtle Beach was incorporated in 1938 and became a city in 1957 when the permanent population first topped 5,000.



The City celebrated its 75th anniversary in 2013. Today, the City of Myrtle Beach is a full-service resort at the heart of the Grand Strand, a 60-mile stretch of natural beauty on South Carolina's northeastern coast.

Myrtle Beach's population swells to several hundred thousand during the summer months, while spring and fall are also busy with events and festivals. Recreational opportunities abound, with golf topping the list. The former Myrtle Beach Air Force Base has been transformed into the Market Common District, complete with an urban town center, a 100-plus acre Grand Park and recreation facilities. Much of the City's new residential construction is occurring in this area.

Myrtle Beach has 10 miles of beachfront, 37 city parks and four recreation centers offering organized recreational activities. The 1.3 mile Myrtle Beach Boardwalk and Promenade has helped lead a revitalization of Ocean Boulevard including construction of the SkyWheel and reconstruction of the Second Avenue Pier House Restaurant.

Myrtle Beach's playing fields and sports tourism facilities host thousands of teams annually. The City offers seven full-sized multipurpose fields and two youth fields, all in field turf, at the Grand Park Athletic Complex. Together with the school system, the City shares ownership of Doug Shaw Memorial Stadium, which features a field turf playing field and a state-of-the-art synthetic track. Nearby Ashley Booth Field recently was converted to field turf.

The Myrtle Beach Sports Center is a 100,000 square foot indoor facility near the Myrtle Beach Convention Center. The Sports Center can accommodate eight full-court basketball games or 16 full court volleyball games at once. The City also owns and operates the Myrtle Beach Convention Center and shares ownership of the Class A Myrtle Beach Pelicans' baseball stadium on a 70-30 basis with Horry County.

The City has more than 35 miles of paved bicycle paths and bike lanes running alongside major traffic arteries. At the Market Common District and along Ocean Boulevard, multi-purpose paths and bicycle lanes provide for alternative modes of transportation. The East Coast Greenway also runs through Myrtle Beach, mainly along Grissom Parkway, Harrelson Boulevard and US 17 South.



THE ORGANIZATION

In 1973, Myrtle Beach voters adopted the Council-Manager form of government by an overwhelming four-to-one margin. City Council is the legislative body and determines the policies and direction of municipal government. Council is composed of six members and a mayor who serves as the presiding officer. Council and the Mayor are non-partisan and are elected at-large to staggered, four-year terms.

City Council appoints the City Manager to serve as chief executive officer of the municipal corporation. The Manager administers the daily operations of the City through executive staff members and department heads. Currently, the City Manager is assisted by a Deputy City Manager, an Assistant City Manager, a CFO/Director of Administration and a Public Information Officer along with the Departments of Fire, Police, Planning and Zoning, Business and Support Development, Construction Services, and Convention Center. The departments also participate in a number of "horizontal teams" to collaborate on projects and issues that transcend departmental lines.

The City's budget for fiscal year 2020-21 totals \$193.7. For FY 2020, the City's budget reflected 968 authorized fulltime positions. For additional information about Myrtle Beach, please visit www.cityofmyrtlebeach.com.

MYRTLE BEACH CITY COUNCIL	
Brenda Bethune	Mayor
Michael Chestnut	Council Member
John Krajc	Council Member
Clyde H. "Mike" Lowder	Council Member
Phillip N. Render, DMD	Council Member
Gregg Smith	Council Member
Jackie Hatley	Mayor Pro-tem



OUR STRATIGIC INIATIVES

Create an unparalleled quality of life for our residents through:

- Crime Prevention
- Infrastructure
- Communications
- Economic Development



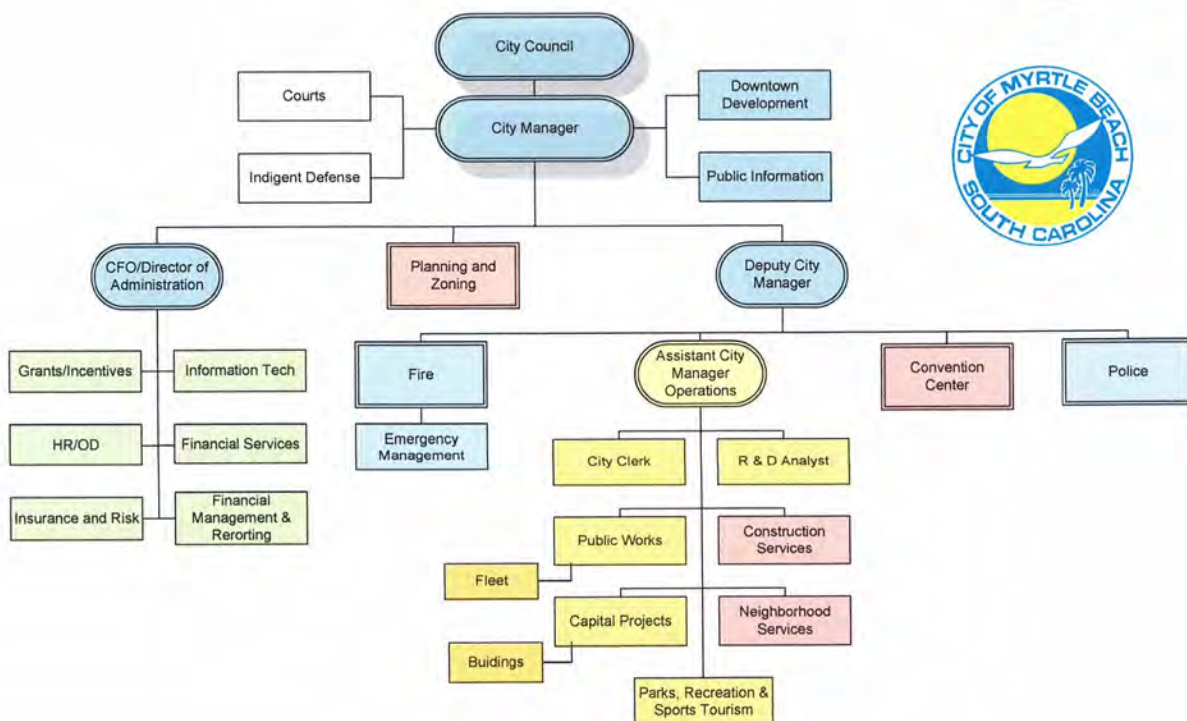
OUR VISION

FIRST IN SERVICE

The employees of the City of Myrtle Beach are a diverse group of individuals who blend their unique talents to create the most effective, elite team of public servants in South Carolina.



City of Myrtle Beach, South Carolina
Organizational Chart



ISSUES AND OPPORTUNITIES

The Mayor and City Council members believe that the current City Manager has built an excellent organization comprised of top-notch staff and that the City is functioning at a high level. Having said that, the Council sees no value in resting on laurels and is looking for a new City Manager who will assertively seek opportunities to further improve the effectiveness and efficiency of the government.

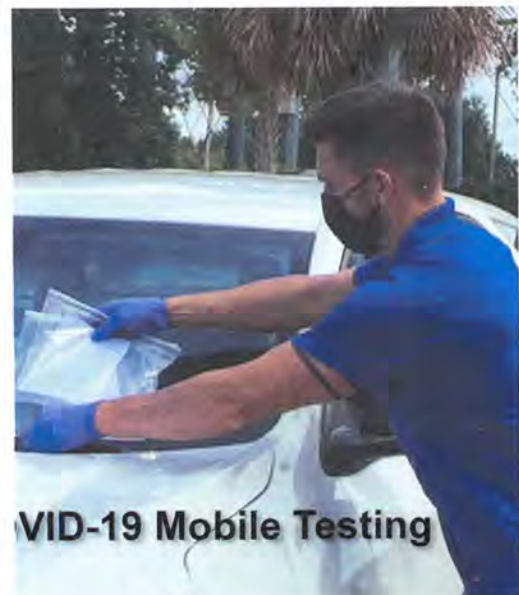
- Funding for and implementation of the Myrtle Beach Downtown Master Plan—Revitalization of Downtown Myrtle Beach—goal is to create a more urban setting targeted at encouraging an attractive and vibrant live/work/play atmosphere.
- A substantial portion of the community's workforce lives inland and/or outside of the City's boundaries but are essential to the viability of the City creating a need to partner with the development community to spur and provide workforce housing
- Develop financing strategy(s) to meet significant infrastructure needs including water and sewer line replacement and beach re nourishment without raising taxes.
- The City is currently in year 4 of a Council adopted plan to increase Police staffing by 10 officers or support staff per year.
- Economic diversification— need to both attract new businesses to the City as well as to make Myrtle Beach a more year-round tourism destination.



QUALIFICATIONS AND QUALITIES

Minimum qualifications are a bachelor's degree (Master's degree preferred) in public administration or a related field and successful experience at either the CEO or full assistant CEO level gained in a local government with characteristics similar to Myrtle Beach. Relevant executive experience in the private sector would be a "plus".

Myrtle Beach's next City Manager will have a comprehensive understanding and full appreciation for the council/manager form of government and honor its intrinsic role distinctions. He or she will have comprehensive knowledge, skills and abilities in municipal finance and budgeting. Excellent interpersonal skills are also required. Must be prepared to "hit the ground running" and move the City forward with minimal back-stepping.





Ideal candidates will be strong, proactive and fully experienced leaders with proven success records. Successful experience in the following areas is especially valuable: economic development, downtown and community revitalization, event planning, public safety, infrastructure planning and improvement, budgeting and long-term capital planning, innovative problem-solving techniques to resolve specific issues or concerns, and effective customer service.

- *Desired Leadership and Interpersonal Characteristics include:*
- A strong, charismatic leader, a team builder, and manager with excellent communication skills, public speaking ability and excellent "people" skills.
- Able to develop and nurture both community and business relationships and to establish contractual public-private partnerships. Must understand how the private sector works. Willing to spend significant time outside of the City Hall to nurture community and business relationships.
- Able to adjust services to meet the individual needs of various and widely diverse neighborhoods, including a sizeable retirement community.
- Open, transparent, and able to communicate with and keep all members of Council informed with the same information on a regular basis. Will provide regular updates to Council as prescribed.
- Able to effectively handle social media attacks.
- Ability to and desire to foster and actively participate in regional economic development with surrounding cities and counties, in order to attract new types of businesses such as tech, manufacturing, suppliers and warehousing and to create a more year-round tourist economy.
- Has a "heart and passion" for staff including a commitment to: 1) the effective recruitment and proper utilization of "bright" staff members and not simply "yes" people, 2) the efficient deployment of different staffing levels to accommodate seasonal tourism fluctuations, 3) the effective delegation and staff empowerment, 4) assuming the "face of the City" role with City employees, and 5) properly supporting staff by encouraging and appreciating their input and treating them with compassion, dignity and respect.
- Understands redevelopment financing (creative financing techniques such as TIF, incentives, innovation and economic zones, etc.) and how to be a good partner to spur private investment and redevelopment projects and programs and knows how to work with the Council to understand and get excited about the "possibilities".

Myrtle Beach Awards & Accolades Include:

- America's Best Small Cities, #9 (2018) - *Resonance Consultancy*
- 23rd Consecutive Tree City U.S.A Award (2019)
- GFOA Certificate of Achievement for Excellence in Financial Reporting for 31 consecutive years
- Best Places People Are Moving To (2018) - *US News & World Report*
- Top Destination Areas For Retirees #10 (2018) - *Where To Retire*
- Most Bikeable Coastal Cities (2018) - *Brooklyn Bicycle Co.*
- Greenest City in South Carolina (2018) - *Insurify*
- Best Southern Dog Parks, Barc Park (2018) - *Southern Living*
- South Carolina Recreation and Parks Association Excellence Award (2017)
- The Athletic Department of the Year by the South Carolina Recreation and Parks Association (2019)
- Fire Department Accreditation By The United States Lifesaving Association (2018)
- Most Affordable Beach Towns In America #6 (2018) - *Coastal Living*
- Best Family Summer Vacations #8 (2018) - *Us News & World Report*
- 20 Best Vacations For Teens & Parents Alike (2018) - *Tripadvisor*
- Myrtle Beach Was Named One Of The Top 20 Best Vacations The Entire Family Will Enjoy.
- 25 Best Beaches In The United States (2018) - *Travel Pulse*
- Best South Carolina Beaches (2018) - *USA Today*
- USA Today Readers' Choice Named Myrtle Beach As One Of The Top Two Beaches In South Carolina.
- 10 Best East Coast Beaches (2018) - *Travel Channel*

COMPENSATION AND APPLICATION

A competitive starting salary and excellent benefits are negotiable depending upon qualifications and experience. City residency is required subsequent to appointment. Additional information regarding the position can be found at the consultant's website: www.slavinweb.com and on the City's website at www.cityofmyrtlebeach.com.

The position will remain open until filled. A first review of resumes is scheduled for September 15, 2020. Please email a detailed resume with cover letter and compensation expectations to:



Robert E. Slavin, President
SLAVIN MANAGEMENT CONSULTANTS
 3040 Holcomb Bridge Road, Suite A-1
 Norcross, Georgia 30071
 Phone: (770) 449-4656
 Fax: (770) 416-0848
 E-mail: slavin@bellsouth.net
www.slavinweb.com



In compliance with South Carolina open records laws, the names of the top three finalists must be made public prior to the extension of an employment offer.

AN EQUAL OPPORTUNITY RECRUITER/EMPLOYER

PRO FORMA INVOICE

INVOICE DATE: _____

CLIENT: _____

ADDRESS: _____

CITY, STATE: _____

Progress billing for professional services
rendered in connection with our agreement:

\$XXXX.XX

(Invoice ___ of ___)

Reimbursable expenses at cost:

Airfare	\$ XXX.XX
Hotel	XX.XX
Ground Transportation	XX.XX
Meals	XX.XX
Tips	XX.XX
Telephone	XXX.XX
Clerical Support	XXX.XX
FAX	XX.XX
Messenger Service	XX.XX
Copies	XX.XX
Postage	XX.XX
Misc. Direct Costs	XX.XX

Total Expenses

\$XXXX.XX

TOTAL INVOICE

\$XXXX.XX

CLIENT LIST BY CATEGORY

The following list of clients represent organizations for which our principal Consultants performed significant project work. This client list spans thirty years of experience of SMC consultants. Please contact SMC if you desire to speak with the individuals who were project contacts.

MUNICIPALITIES

Aiken, South Carolina	Concord, New Hampshire
Albany, Georgia	Coral Gables, FL
Alexandria, Virginia	Coral Springs, Florida
Alpharetta, Georgia	Corpus Christi, Texas
Altamonte Springs, Florida	Corta Madera, California
Anaheim, California	Corinth, Texas
Ann Arbor, Michigan	Creedmoor, North Carolina
Arlington, Texas	Culver City, California
Arlington Heights, Illinois	Dallas, Texas
Arvada, Colorado	Danville, Kentucky
Atlanta, Georgia	Davenport, Iowa
Atlantic Beach, Florida	Davie, Florida
Asheville, North Carolina	Daytona Beach, Florida
Auburn, Maine	Decatur, Georgia
Aurora, Colorado	Decatur, Illinois
Austin, Texas	Delaware, Ohio
Bartlesville, Oklahoma	Delray Beach, Florida
Bentonville, Arkansas	Del Rio, Texas
Bergenfield, New Jersey	Denton, Texas
Berkeley, California	Destin, Florida
Beverly Hills, California	Dothan, Alabama
Birmingham, Alabama	Dubuque, Iowa
Bisbee, Arizona	Duluth, Georgia
Blacksburg, Virginia	Dunedin, Florida
Bloomington, Illinois	Durango, CO
Bothell, WA	Durham, North Carolina
Boynton Beach, Florida	Eagle Pass, Texas
Branson, Missouri	East Brunswick Township, New Jersey
Brea, California	Edmond, Oklahoma
Bridge City, Texas	Elgin, Illinois
Bridgeport, Connecticut	Enfield, Connecticut
Broken Arrow, Oklahoma	Englewood, Colorado
Brownsville, Texas	Escondido, California
Bryan, Texas	Evanston, Illinois
Burbank, California	Fort Collins, Colorado
Camarillo, California	Fort Pierce, Florida
Carson, California	Fort Lauderdale, Florida
Cary, North Carolina	Fort Smith, AR
Casper, Wyoming	Fort Worth, Texas
Chapel Hill, North Carolina	Frankfort, Kentucky
Charlotte, North Carolina	Franklin, Tennessee
Cherry Hills Village, Colorado	Frisco, Colorado
Chesapeake, Virginia	Gainesville, Florida
Clarkston, Georgia	Gainesville, Georgia
Clearwater, Florida	Galesburg, Illinois
Cleveland, OH	Garden City, New York
Clinton, SC	Glastonbury, Connecticut
Columbia, Missouri	Glendale, Arizona
Columbus, Georgia	Glen Ellyn, Illinois

Golden, Colorado
Grand Rapids, Michigan
Greensboro, North Carolina
Groves, Texas
Gulfport, Florida
Hardeeville, SC
Hemet, California
Hercules, California
Highland Park, Illinois
Hollywood, Florida
Homestead, Florida
Huntington Beach, California
Independence, Missouri
Independence, Kansas
Iowa City, Iowa
Jacksonville Beach, Florida
Jupiter, Florida
Kalamazoo, Michigan
Kansas City, Missouri
Kettering, Ohio
Lake Worth, Florida
Lakewood, Colorado
Lapeer, Michigan
Laramie, Wyoming
Laredo, Texas
Lenexa, Kansas
Liberty, Missouri
Lillburn, Georgia
Little Rock, Arkansas
Long Beach, California
Longmont, Colorado
Manassas, Virginia
Mansfield, Massachusetts
Maplewood, Missouri
Marshfield, Missouri
Miami Beach, Florida
Milwaukie, Oregon
Minneapolis, Minnesota
Miramar, Florida
Modesto, California
Muscatine, Iowa
Neptune Beach, Florida
Newark, Delaware
New Smyrna Beach, Florida
Norfolk, Virginia
Norman, Oklahoma
North Las Vegas, Nevada
North Miami Beach, Florida
Northglenn, Colorado
North Port, Florida
Norwich, Connecticut
Oak Island, NC
Oberlin, Ohio
Ocean City, Maryland
Oceanside, California
Olathe, Kansas
Oklahoma City, Oklahoma
Orlando, Florida

Oxnard, California
Paducah, Kentucky
Palm Bay, Florida
Palm Beach Gardens, Florida
Palo Alto, California
Panama City, Florida
Park Ridge, Illinois
Pasadena, California
Peoria, Illinois
Phoenix, Arizona
Pittsburg, Kansas
Pompano Beach, Florida
Portage, Michigan
Pueblo, Colorado
Richmond, California
Richmond, Virginia
Riverside, California
Riverview, Michigan
Roanoke, Virginia
Rock Hill, South Carolina
Rockville, Maryland
Sacramento, California
St. Louis Park, Minnesota
Salem, Oregon
San Diego, California
San Fernando, California
San Francisco, California
San Jose, California
San Juan Capistrano, California
Sandersville, Georgia
Santa Ana, California
Santa Monica, California
Sandusky, Ohio
Sarasota, Florida
Shaker Heights, Ohio
Simi Valley, California
Sioux City, Iowa
Snellville, Georgia
South Brunswick Township, New Jersey
South Fulton, GA
Springfield, Missouri
Spring Hill, Tennessee
Steamboat Springs, Colorado
Stockbridge, Georgia
Stratford, Connecticut
Storm Lake, Iowa
Sunnyvale, California
Sunrise, Florida
Takoma Park, Maryland
Tarpon Springs, Florida
Topeka, Kansas
Titusville, Florida
Thornton, Colorado
Traverse City, Michigan
Topeka, Kansas
Turlock, California
Upper Arlington, Ohio
Urbana, IL

Urbandale, Iowa
Valdez, Alaska
Venice, FL
Virginia Beach, Virginia
Waco, Texas
Warrensburg, Missouri
Washington, Illinois
West Des Moines, Iowa
West Hartford, Connecticut
West Hollywood, California

West Palm Beach, Florida
Wichita, Kansas
Windham, Connecticut
Winston-Salem, North Carolina
Winter Park, Florida
Winter Springs, Florida
Worthington, Minnesota
Ypsilanti, Michigan

COUNTIES

Adams County, Colorado
Alameda County, California
Albemarle County, Virginia
Arapahoe County, Colorado
Beaufort County, South Carolina
Broward County, Florida
Brown County, Wisconsin
Buffalo County, Nebraska
Buncombe County, North Carolina
Chaffee County, Colorado
Cass County, Michigan
Chesterfield County, Virginia
Citrus County, Florida
Clark County, Nevada
Cobb County, Georgia
Dade County, Florida
DeKalb, Illinois
Doña Ana, New Mexico
Dunn County, Wisconsin
Eagle County, Colorado
Escambia County, Florida
Fairfax County, Virginia
Forsyth County, Georgia
Fremont County, Colorado
Fresno County, California
Fulton County, Georgia
Georgetown County, South Carolina
Glynn County, Georgia
Grand, Utah
Gunnison County, Colorado
Hall County, Georgia
Hamilton County, Ohio
Harnett County, NC
Hertford County South Carolina
Johnson County, Kansas
Ketchikan-Gateway Borough, Alaska
Lake County, Florida
Lake County, Illinois
La Plata County, Colorado
Leon County, Florida

Lincoln County, North Carolina
Livingston County, Illinois
Los Angeles County, California
Martin County, Florida
McHenry County, Illinois
Mecklenburg County, North Carolina
Mendocino County, California
Mesa County, Colorado
Moffat County, Colorado
Monterey County, California
Montgomery, Maryland
Muscatine County, Iowa
New Kent County, Virginia
Orange County, New York
Orange County, North Carolina
Palm Beach County, Florida
Peoria County, Illinois
Pinellas County, Florida
Polk County, Florida
Prince William County, Virginia
Ramsey County, Minnesota
St. Louis County, Minnesota
Saline County, Kansas
San Diego County, California
San Luis Obispo County, California
San Mateo County, California
Sarasota County, Florida
Sedgwick County, Kansas
Seminole County, Florida
Sonoma County, California
Springettsbury Township, Pennsylvania
Spotsylvania County, Virginia
Tazewell County, IL
Volusia County, Florida
Wake County, North Carolina
Washtenaw County, Michigan
Whiteside County, Illinois
Whitfield County, Georgia
Yolo County, California

OTHER ORGANIZATIONS

Development Groups

Arrowhead Regional Development, Duluth,

Minnesota

Columbia Development Corporation, South Carolina
Fresno Economic Development Commission, California
Fresno Redevelopment Authority, California
GoTopeka, Inc., Kansas
Indian Nations Council of Governments
Lincoln Road Development Corporation, Miami Beach, FL
Los Angeles, California, Community Redevelopment Agency
Mid-American Regional Council, Kansas City, Missouri
West Palm Beach Downtown Development Authority, Florida

Housing Authorities

California Housing Finance Agency
Jefferson County Housing Authority, Alabama
Las Vegas Housing Authority
Memphis Housing Authority, Tennessee
Ocala Housing Authority, Florida
Peoria Housing Authority, Illinois

Libraries

Birmingham, Alabama Public Library
Central Arkansas Library System
Lexington, Kentucky Library System
Metropolitan Library System of Oklahoma
Moline Public Library

Non-Profits and Other Governmental Jurisdictions

California State Government
CDC Federal Credit Union, Atlanta, Georgia
District of Columbia
Fresno Employment and Training Commission, California
Jefferson County Personnel Board, Alabama
Local Government Insurance Trust, Maryland
Los Angeles, California Department of Community Public Health Los Angeles, California Music Center Operating Company
Los Angeles Olympics Organizing Committee
Metropolitan Nashville, Tennessee Arts
Mississippi Regional Housing Authority
Southeast Mississippi Rural Health Initiative Commission
Parkland Hospital, Texas
Southwest Florida Regional Planning Council

Professional Associations

American Public Works Association
Association of County Commissioners, Georgia
Georgia Municipal Association
International City/County Management Association
Iowa League of Cities
Missouri Municipal League

School Districts

Adams County School District #14, Commerce City, Colorado
Lake Sumpter Community College, Florida
Dallas Independent School District, Texas

Transportation Agencies

Alameda-Contra Costa Transit District, Oakland, California
Bay Area Rapid Transit District, Oakland, California
Dallas Area Rapid Transit District, Dallas, Texas
Greater Dayton Regional Transportation Authority
Kalamazoo County Transportation Authority
Lee County Port Authority, Florida
Metra (Chicago Commuter Rail System)
MetroPlan Orlando (MPA)
Port Everglades Authority, Fort Lauderdale, Florida
Orlando - Orange County Expressway Authority
Port of Sacramento, California
Riverside Transit Agency, California
San Francisco Bay Area Rapid Transit District, California
Sarasota/Manatee Airport Authority, Florida
Southern California Rapid Transit District

Utilities

Columbus Water Works, Georgia
Greater Peoria Sanitation District
Gulf Shores Utilities
Metropolitan Sewer District of Greater Cincinnati, Ohio
Orange Water and Sewer Authority (North Carolina)
Public Works Commission of Fayetteville, North Carolina
Rivanna Solid Waste Authority, Virginia
Rivanna Water and Sewer Authority, Virginia
Sacramento Municipal Utility District, California
South Florida Water Management District
Spartanburg Utility District, South Carolina

EEO STATEMENT

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

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

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

- It is the policy of Slavin Management Consultants to provide equal opportunity to all qualified employees and applicants without regard to race, color, religion, age, sex (including gender identity, sexual preference, and pregnancy), marital status, national origin or ancestry, genetic make-up, disability status, protected veterans' status, equal pay or any other characteristic protected by law.
- Our recruiting efforts will ensure that applicant pools are both capable and diverse.
- We will make employment decisions based on job-related criteria and will provide opportunities for entry and promotion into non-traditional jobs.
- We will ensure a workplace free of all forms of harassment.
- We will develop a procedure for prompt, thorough and impartial investigations of discrimination or harassment complaints and will act on appropriate measures to provide remedy or relief to individuals who have been victims of illegal discrimination or harassment.

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

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

SMC SEXUAL HARASSMENT POLICY

Slavin Management Consultants (SMC) is committed to providing a workplace that is free from sexual harassment. Sexual harassment in the workplace is against the law and will not be tolerated. Should the company determine that an allegation of sexual harassment is credible, it will take prompt and appropriate corrective action.

What Is Sexual Harassment?

Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitutes sexual harassment when:

- An employment decision affecting that individual is made because the individual submitted to or rejected the unwelcome conduct; or
- The unwelcome conduct unreasonably interferes with an individual's work performance or creates an intimidating, hostile, or abusive work environment.
- Certain behaviors, such as conditioning promotions, awards, training or other job benefits upon acceptance of unwelcome actions of a sexual nature, are always wrong.

Unwelcome actions such as the following are inappropriate and, depending on the circumstances, may in and of themselves meet the definition of sexual harassment or contribute to a hostile work environment:

- Sexual pranks, or repeated sexual teasing, jokes, or innuendo, in person or via e-mail;
- Verbal abuse of a sexual nature;
- Touching or grabbing of a sexual nature;
- Repeatedly standing too close to or brushing up against a person;
- Repeatedly asking a person to socialize during off-duty hours when the person has said no or has indicated he or she is not interested (supervisors in particular should be careful not to pressure their employees to socialize);
- Giving gifts or leaving objects that are sexually suggestive;
- Repeatedly making sexually suggestive gestures;
- Making or posting sexually demeaning or offensive pictures, cartoons or other materials in the workplace;
- Off-duty, unwelcome conduct of a sexual nature that affects the work environment. A victim of sexual harassment can be a man or a woman.
- The victim can be of the same sex as the harasser.
- The harasser can be a supervisor, co-worker, other company employee, or a non-employee who has a business relationship with the Slavin Management Consultants.

SMC's Responsibilities Under This Policy:

If SMC receives an allegation of sexual harassment, or has reason to believe sexual harassment is occurring, it will take the necessary steps to ensure that the matter is promptly investigated and addressed. If the allegation is determined to be credible, SMC will take immediate and effective measures to end the unwelcome behavior. SMC is committed to take action if it learns of possible sexual harassment, even if the individual does not wish to file a formal complaint.

SMC will seek to protect the identities of the alleged victim and harasser, except as reasonably necessary (for example, to complete an investigation successfully). SMC will also take the necessary steps to protect from retaliation those employees who in good faith report incidents of potential sexual harassment. It is a violation of both federal law and this policy to retaliate against someone who has reported possible sexual harassment. Violators may be subject to discipline.

Employees who have been found by SMC to have subjected another employee to unwelcome conduct of a sexual nature, whether such behavior meets the legal definition of sexual harassment or not, will be subject to discipline or other appropriate management action. Discipline will be appropriate to the circumstances, ranging from a letter of reprimand through suspensions without pay of varying lengths to

separation for cause. A verbal or written admonishment, while not considered formal discipline, may also be considered.

Employees' Rights and Responsibilities Under This Policy

Any employee who believes he or she has been the target of sexual harassment is encouraged to inform the offending person orally or in writing that such conduct is unwelcome and offensive and must stop.

If the employee does not wish to communicate directly with the offending person, or if such communication has been ineffective, the employee has multiple avenues for reporting allegations of sexual harassment and/or pursuing resolution.

Employees are encouraged to report the unwelcome conduct as soon as possible to his or her supervisor or to the President of SMC.

In addition to reporting sexual harassment concerns to a responsible SMC official, employees who believe they have been subjected to sexual harassment may elect to pursue resolution in several ways, including:

Mediation: Mediation is an informal way to resolve office problems using a trained mediator who facilitates communication between the parties to the dispute. If an employee chooses to attempt resolution through mediation, management is obligated by Company policy to send a representative to the table. If a resolution is not reached, the parties may continue to pursue their rights in any other appropriate forum.

EEO processes: All SMC employees can file an Equal Employment Opportunity (EEO) complaint with the United States Equal Employment Commission (EEOC). An employee who wishes to file a complaint under EEO procedures must consult an EEO counselor within 45 days of the alleged incident. It is not necessary for an employee to complain to his/her supervisor before approaching an EEO counselor, nor to attempt informal resolution through mediation or other means. EEOC contact Information:
<https://eeoc.com>. Phone 1 (800) 669-4000

All SMC employees are required to comply with this policy. Employees are also expected to behave professionally and to exercise good judgment in work-related relationships, whether with fellow employees, business colleagues, or members of the public with whom they come into contact in the course of official duties. Further, all employees are expected to take appropriate measures to prevent sexual harassment. Unwelcome behavior of a sexual nature should be stopped before it becomes severe or pervasive and rises to a violation of law.

MINORITY AND WOMEN PLACEMENTS

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
ALACHUA COUNTY, FL	County Administrator			X
ALBANY, GA	City Manager	X		
	Police Chief	X		
	Assistant City Manager	X		
	Human Resources Director	X		
ALTAMONTE SPRINGS, FL	Finance Director		X	
ASPEN, CO	City Manager		X	
AUSTIN, TX	City Auditor		X	
	City Manager		X	
	Police Chief			X
BERKELEY, CA	City Manager	X		
	Public Works Director			X
BEVERLY HILLS, CA	Sanitation Director	X		
	Library Director		X	
BOCA RATON, FL	City Manager		X	
	Asst. City Manager		X	
BOTHELL, WA	City Manager		X	
BOISE, ID	Chief Financial Officer	X		
BROWARD COUNTY, FL	Assistant Director of Equal Employment	X	X	
	Director of Budget	X		
	911 Center Director	X		
	Drug Addiction Recovery Cntr Dir	X	X	
BOISE, ID	Chief Financial Officer		X	
BRYAN, TX	Municipal Court Judge		X	
	City Manager		X	
BUNCOMBE COUNTY, NC	County Manager	X	X	
CAMARILLO, CA	City Clerk		X	
CARSON, CA	Planning Director		X	
CHAPEL HILL, NC	Transportation Director		X	
	Human Resources Director		X	
CHARLOTTE COUNTY, FL	County Attorney		X	
CENTRAL CITY ASSN. OF THE CITY OF LOS ANGELES (CA)	Director of Security	X		
CHARLOTTE, NC	Neighborhood Services Director	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
CLARKSTON, GA	City Manager	X	X	
COLUMBIA, MO	Police Chief	X		
CORINTH, TX	Director of Economic Development		X	X
CORPUS CHRISTI, TX	City Manager Police Chief	X		X
CULVER CITY, CA	Finance Director			X
DANE COUNTY, WI	Director of Human Services		X	
DALLAS INDEPENDENT SCHOOL DISTRICT (TX)	Chief Financial Officer	X	X	
DALLAS, TX	City Attorney		X	
DAYTONA BEACH, FL	City Manager	X		
DECATUR, GA	Chief of Police	X		
DISTRICT OF COLUMBIA	Executive Director Alcoholic Beverage Regulations Commission		X	
DURANGO, CO	City Manager			X
DURHAM, NC	City Manager City Manager Police Chief Public Works Director	X X X X	X X X X	
ESCAMBIA COUNTY, FL	Assistant County Administrator	X		
ESCONDIDO, CA	Civic Center Construction Mgr		X	
FRANKFORT, KY	City Manager		X	
EVANSTON, IL	City Manager		X	
FRESNO, CA (PIC)	Executive Director	X		
FORT COLLINS, CO	City Attorney		X	
FORT LAUDERDALE, FL	Fire Chief	X		
FORT MYERS, FL	City Manager Police Chief	X X		
FORT PIERCE, FL	City Attorney		X	
FORT WORTH, TX	Auditor General Police Chief	X	X	
FRANKLIN, TN	Director of Community Development		X	
FRESNO, CA (PIC)	Executive Director	X		
GAINESVILLE, FL	Equal Employment Director	X		
GEORGETOWN, SC	City Administrator		X	
GEORGETOWN COUNTY, SC	County Manager	X	X	
GLASTONBURY, CT	Human Resources Director	X	X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
GLENWOOD SPRINGS, CO	City Manager		X	
GREENBELT HOMES, INC. (MARYLAND)	Executive Director		X	
GREENSBORO, NC	Assistant City Manager	X		
GREENVILLE, NC	City Manager	X	X	
HAMILTON COUNTY, OH	Jobs and Family Services Director		X	
HILLSBOROUGH COUNTY (FL) CHILDREN'S BOARD	Executive Director		X	
HOLLYWOOD, FL	City Manager	X		
JUPITER, FL	Assistant to the City Manager		X	
	Public Works Director			X
KALAMAZOO, MI	City Manager		X	
	Assistant City Manager		X	
LAKE COUNTY, FL	County Attorney		X	
LAKE COUNTY, IL	Purchasing Director		X	
	Human Resources Director	X		
	Assistant County Administrator		X	
LAKE COUNTY, IL HEALTH DEPARTMENT	Executive Director		X	
LAKE WORTH, FL	Utilities Customer Services Manager	X		
LA PLATA COUNTY, CO	Human Services Director		X	
LAREDO, TX	City Manager			X
LEE COUNTY, FL	County Administrator		X	
	Human Resources Director	X		
LINCOLN ROAD DEVELOPMENT CORP.	Executive Director		X	
LONG BEACH, CA	Police Chief	X	X	
	Executive Director, Civil Service Commission			
LONGMONT, CO	City Manager			X
LONGVIEW, CO	Assistant City Manger		X	
LOS ANGELES, COMMUNITY REDEVELOPMENT AGENCY	Sr. Project Manager	X		X
	Project Manager	X		
	Project Manager			X
LOS ANGELES COUNTY (CA) HEALTH SYSTEMS AGENCY	Executive Director	X	X	
	Deputy Exec. Dir.			X
LOS ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH	Public Health Director	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
LOS ANGELES OLYMPICS ORGANIZING COMMITTEE	Human Resources Director	X	X	
	Director of Venues		X	
MAPLEWOOD, MO	City Manager	X		
METROZOO (MIAMI FL)	Director of Marketing		X	
MEMPHIS (TN) HOUSING AUTHORITY	Executive Director	X		
MIAMI (FL) OFF-STREET PARKING SYSTEM	Finance Director			X
MIAMI VALLEY REGIONAL TRANSIT AUTH. (DAYTON, OH)	Executive Director	X	X	
MIRAMAR, FL	City Manager		X	
MISSISSIPPI REGIONAL HOUSING AUTHORITY VIII	Executive Director	X		
MONTEREY COUNTY, CA	Hospital Administrator	X		
MONTGOMERY COUNTY BOARD OF DEVELOPMENTAL DISABILITIES	Executive Director	X	X	
MOUNT DORA, FL	City Manager		X	
NOAH DEVELOPMENT CORPORATION	Executive Director	X		
NEWARK, DE	City Manager	X		
NORFOLK, VA	Human Resources Director	X		
	Senior Engineer		X	
NORFOLK, VA	Social Services Director	X		
Oak Island, NC	Town Manager		X	
OAK PARK, IL	Village Manager		X	
OCALA (FL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
OBERLIN, OH	City Manager		X	
ORANGE CITY, FL	City Clerk		X	
ORLANDO, FL	Fire Chief	X		
ORMOND BEACH, FL	City Manager	X		
OKLAHOMA CITY, OK	City Manager	X		
PALM BAY, FL	Human Resources Director		X	
PALM BEACH COUNTY, FL	Assistant County Administrator		X	
PALM BEACH COUNTY (FL) CHILDREN'S SERVICES BOARD	Executive Director		X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
PALM BEACH COUNTY (FL) HEALTH CARE DISTRICT	Executive Director		X	
PALM BEACH GARDENS, FL	City Manager (1992) City Manager (1999)		X	X
PALO ALTO, CA	City Attorney		X	
PANAMA CITY, FL	City Clerk/Treasurer		X	
PARKLAND, FLORIDA	City Manager		X	
PEORIA (IL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
PHOENIX, AZ	Chief of Police			X
POWDER SPRINGS, GA	City Manager		X	
PRINCE WILLIAM COUNTY, VA	County Executive		X	
	Human Resources Director	X	X	
	Fire Chief	X	X	
RICHMOND, CA	City Manager	X		
RICHMOND, VA	Director of Public Health	X		
ROANOKE, VA	Police Chief	X		
	Economic Development Director		X	
	Assistant City Manager	X	X	
	Director of Human Services		X	
ROCKVILLE, MD	Assistant City Manager		X	
SACRAMENTO, CA	Human Resources Director	X	X	
SAGINAW, MI	Police Chief			X
SAN DIEGO, CA	City Manager	X		
SAN FRANCISCO, CA	Assistant City Administrator		X	
SAN JOSE, CA	Police Chief	X		
SANTA MONICA, CA	Deputy City Manager		X	
SANTA ROSA ISLAND AUTHORITY (FL)	Executive Director		X	
SARASOTA, FL	Human Resources Director	X		
SARASOTA COUNTY, FL	Deputy County Administrator	X		
SELMA, AL	Chief of Police	X		
SHAKER HEIGHTS, OH	City Administrator		X	
SOUTH DAKOTA STATE LEGISLATURE	Chief Legislative Analyst		X	
SOUTH FULTON, GA	Finance Director	X	X	
SOUTH CENTRAL SOLID WASTE AUTHORITY (Las Cruces, NM)	Executive Director			X
SE MISSISSIPPI RURAL HEALTH INITIATIVE	General Manager	X	X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
SUNNYVALE, CA	Public Information Officer		X	
	City Clerk		X	
STRATFORD, CT	Human Resources Director		X	
STOCKBRIDGE, GA	City Manager	X		
TAKOMA PARK, MD	City Manager		X	
	Recreation Director	X	X	
	Housing and Community Development Director		X	
	Public Works Director	X		
THORNTON, CO	Public Information Officer		X	
	City Attorney			X
TOPEKA, KS	City Manager	X		
	Police Chief	X		
URBANA, IL	Chief Administrative Officer		X	
VALDEZ, AK	City Manager		X	
VENICE, FL	Police Chief		X	
VIRGINIA BEACH, VA	Human Resources Director	X		
VIRGINIA BEACH PARK TRUST (FL)	Executive Director	X		
VOLUSIA COUNTY, FL	County Manager		X	
	Budget Director		X	
	Human Resources Director		X	
	Deputy County Manager		X	
WACO, TX	Deputy City Manager		X	
	Exec. Dir. - Support Services			X
	Assistant City Manager	X		
	Director of Facilities			X
WAKE COUNTY, NC	Human Services Director			X
THE WEINGART CENTER (LOS ANGELES)	Executive Director		X	
WEST COVINA, CA	Planning Director	X	X	
WEST MIFFLIN, PA	Town Administrator		X	
WEST PALM BEACH, FL	Assistant City Administrator	X	X	
WICHITA, KS	Human Resources Dir	X	X	
	Community Services Dir	X	X	
	Communications Director		X	
	Director of Libraries		X	
	Housing and Development Director	X	X	
	City Manager	X		
WYOMING, OHIO	City Manager		X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
<i>YPSILANTI, MI</i>	City Manager	X		
<i>ZOOLOGICAL SOCIETY OF FLORIDA (DADE COUNTY)</i>	Executive Director			X