

March 29, 2018

Ms. Martha Becker
City Clerk
City of Carlisle
PO Box 430
195 N 1st Street
Carlisle, IA 50047

Dear Ms. Becker:

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

Qualifications and Experience

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

- Since our establishment in 2009, our consultants have conducted hundreds of recruitments in 29 states, with an increase in business of at least 30% each year. Twenty-eight (28%) of our clients are repeat clients, the best indicator of satisfaction with our services.
- Surveys of our clients show that 94% rate their overall experience with our firm as *Outstanding and* indicate that they plan to use our services or highly recommend us in the future.
- Our state of the art processes, including extensive use of social media for candidate outreach and skype interviews with potential finalist candidates, ensure a successful recruitment for your organization.
- Our high quality, thorough Recruitment Brochure reflects the knowledge we will have about your community and your organization and will provide important information to potential candidates.
- We provide a two-year guarantee for our recruitments. Less than 1% of our clients have had to invoke the guarantee.
- The firm has a total of twenty-seven consultants, both generalists and specialists (public safety, public works, finance, parks, etc.), who are based in Arizona, Florida, Illinois, Indiana, Michigan, and Wisconsin, as well as five reference specialists and eight support staff.

Our consultants are experienced executive recruiters who have conducted over 600 recruitments, working with cities, counties, special districts and other governmental entities of all sizes throughout the country. In addition, we have held leadership positions within local government, giving us an understanding of the complexities and challenges facing today's public-sector leaders.

630 Dundee Road, Suite 130, Northbrook, Illinois 60062
Local: 847.380.3240 Fax: 866.401.3100 GovHRUSA.com

GovHR is led by Heidi Voorhees, President, and Joellen Earl, Chief Executive Officer. Ms. Voorhees previously spent 8 years with the nationally recognized public-sector consulting firm, The PAR Group, and was President of The PAR Group from 2006 – 2009. Ms. Voorhees has conducted more than 250 recruitments in her management consulting career, with many of her clients repeat clients, attesting to the high quality of work performed for them. In addition to her 12 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service, with ten years as the Village Manager for the Village of Wilmette. Ms. Earl is a seasoned manager, with expertise in public sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Earl has worked in forms of government ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services.

Consultant Assigned

GovHR Vice President Karl Nollenberger will be responsible for your recruitment and selection process. His biography is attached to this Proposal and his contact information is:

Dr. Karl Nollenberger
Vice President
GovHR USA LLC
Telephone: 847-533-0145
knollenberger@govhrusa.com

Dr. Nollenberger has conducted several executive recruitments in Iowa, including the City Administrators in Bondurant (2017); Newton (2016); and Washington (2011); and the City Managers in Webster City (2016) and Burlington (2011). Contact information for those conducted in the last 24 months is included below.

GovHR currently has 32 recruitments in various stages of the process; however, Dr. Nollenberger has successfully completed all of his recruitments and has the time to commit to the Carlisle City Administrator search.

References

Attached to this Proposal is a list of executive recruitments conducted by GovHR consultants in the past three years.

The following references can speak to the quality of service provided by GovHR:

Bondurant, IA (City Administrator, 2017) – Karl Nollenberger

Mayor Curt Sullivan
200 2nd Street NE
Bondurant, IA 50035
515-967-2418
csullivan@cityofbondurant.com

Newton, IA (City Administrator, 2016) – Karl Nollenberger

Mayor Mike Hansen
101 W. 4th Street S.
Newton, IA 50208
641-792-2787
mikeh@newtongov.org

Webster City, IA (City Manager, 2016) – Karl Nollenberger

John Hawkins, Mayor

400 Second Street

Webster City, IA 50595

515-832-9151

jhawkins@webstercity.com

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

Scope of Work

A typical recruitment and selection process takes approximately 175 hours to conduct. At least 50 hours of this time is administrative, including advertisement placement, reference interviews, and due diligence on candidates. We believe our experience and ability to professionally administer your recruitment will provide you with a diverse pool of highly qualified candidates for your City Administrator search. GovHR clients are informed of the progress of a recruitment throughout the entire process. We are always available by mobile phone or email should you have a question or need information about the recruitment.

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

Phase I – Position Assessment, Position Announcement and Brochure Development

Phase I will include the following steps:

- One-on-one or group interviews will be conducted with elected officials, appointed officials, staff, business community representatives and any other stakeholders identified by the client to develop our Recruitment Brochure. The Proposal assumes up to two full days and one night depending upon the client's needs. We can also utilize dedicated email and surveys to obtain feedback from stakeholder groups. Previous clients have invited community leaders to meetings with our consultants; other clients have developed surveys for the community or organization; and some clients request we use a combination of these methods to fully understand community and organizational needs and expectations for the next City Administrator. We will work closely with you on the format that best meets your needs.
- Development of a **Position Announcement**.
- Development of a detailed **Recruitment Brochure** for your review and approval.
- Agreement on a detailed **Recruitment Timetable** – a typical recruitment takes 90 days from the time you sign the contract until you are ready to appoint the finalist candidate.

Phase II – Advertising, Candidate Recruitment and Outreach

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

Phase II will include the following steps:

- Placement of the Position Announcement in appropriate professional online publications. In addition to public sector publications and websites, outreach will include LinkedIn and other private sector resources. We can provide the City Council with a list of where we intend to place the position announcement, if requested.

- The development of a database of potential candidates from across the country unique to the position and to the City of Carlisle, focusing on the leadership and management skills identified in Phase I as well as size of organization, and experience in addressing challenges and opportunities also outlined in Phase I. This database can range from several hundred to thousands of names depending on the parameters established for the outreach. Outreach will be done in person, and through e-mail and telephone contacts. GovHR consultants have extensive knowledge of the municipal government industry and will personally identify and contact potential candidates. With more than 600 collective years of municipal and consulting experience among our consultants, we often have inside knowledge about candidates.

Phase III – Candidate Evaluation and Screening

Phase III will include the following steps:

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

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

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

Phase IV – Presentation of Recommended Candidates

Phase IV will include the following steps:

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

Phase V – Interviewing Process

Phase V will include the following steps:

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

Phase VI – Appointment of Candidate

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

Optional Assessment Center

If desired, GovHR will perform an Assessment Center for candidates selected for interview as part of the selection process. An Assessment Center is a very useful tool for evaluating the strengths, weaknesses and skills and abilities of the City of Carlisle's next City Administrator. GovHR consultants will prepare all the related documents and scoring sheets for a choice of any of three (3) of the following exercises to be completed on the Assessment Center day:

- In-Basket Exercise
- Written/Oral Presentation Exercise
- Leaderless Group Exercise
- Structured Interview
- Budget Analysis Exercise
- Personnel Issues Exercise
- Other exercise of the Client's choosing

Leadership/Personality Assessments

GovHR has experience working with a wide variety of leadership and personality assessment tools, depending on the qualities and experiences the client is seeking in their candidates. These include but are not limited to Luminaspark, Caliper, DISC and others. Typically these tools cost \$300 per candidate to administer. This fee is not included in our proposal.

Optional 360° Evaluation

As a service to the City of Carlisle, we offer the option to provide you with a proposal for a 360° performance evaluation for the appointed City Administrator at about six months into his or her employment. This evaluation will include seeking feedback from both Elected Officials and Department Directors, along with any other constituent the City feels would be relevant and beneficial. This input will be obtained on a confidential basis with comments known only to the consultant. If you are interested in this option, GovHR USA will prepare a proposal for this service.

Recruitment Schedule

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

Our typical recruitment process includes the following milestones and deliverables:

➤ Weeks 1 - 2	On-site interviews of City officials and staff, development and approval of recruitment brochure Deliverable: recruitment brochure
➤ Weeks 3 - 8	Placement of professional announcements; candidate identification, screening, interview and evaluation by consultant
➤ Week 9	Consultant recommendation to the City Council of qualified candidates Deliverable: recruitment report
➤ Week 10	Selection of candidate finalists by the Council; additional background and reference checks, report preparation and presentation Deliverable: interview reports including suggested questions and evaluation sheets
➤ Weeks 11-12	Interviews of selected finalist candidates; Council recommendation of final candidate; negotiation, offer, acceptance and appointment

Summary of Costs	Price
Recruitment Fee:	\$14,000
Recruitment Expenses: (not to exceed)	4,000
<ul style="list-style-type: none"> ➤ Expenses include consultant travel, postage/shipping, telephone, support services, candidate due diligence efforts. copying etc. 	

Advertising: *Advertising costs over \$2,500 will be placed only with client approval. If less than \$2,500, Client is billed only for actual cost.	2,500*
Total:	\$20,500**

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

The above cost proposal is predicated on four consultant visits to the City; the first for the recruitment brochure interview process (up to two full days and one night, depending upon the client's needs; if additional days are needed they will be billed at \$500 per half day and \$950 for a full day, plus additional hotel charges, if required); the second to present recommended candidates; and the third and fourth for the candidate interview process (second round interviews are often scheduled a week or so following the first round interviews). Any additional consultant visits requested by the City will be billed at \$125/hour; \$500 for a half day and \$950 for a full day. The additional visits may also result in an increase in the travel expenses and those expenses will be billed to the client.

Optional Assessment Center Fee: \$6,000*

*The fee for the Assessment Center is \$6,000. The fee assumes that the Assessment Center will be held on one day and be limited to no more than five candidates. For each additional candidate, the fee will increase by \$750.

The fee includes the preparation and cost of the Assessment Center material, and a written report outlining the findings of the Assessment Center as reported by the Assessors. We will assist the City of Carlisle in selecting three (3) professionals from outside the organization to serve as Assessors in evaluating each candidate's strengths and weaknesses. The City will be responsible for paying a \$500 stipend to each Assessor (and possibly mileage for the assessors).

The Assessment Center fee does not include lodging, travel and meal expenses for the GovHR facilitator(s) to be on-site for the Assessment Center. Actual expenses will be billed in addition to the \$6,000. If the City chooses to add the Assessment Center option, the fees and expenses for this will be billed separately.

Payment for Fees and Services

Professional fees and expenses will be invoiced as follows:

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

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

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

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

Philosophy

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

GovHR Guarantee

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

Upon appointment of a candidate, GovHR provides the following guarantee: should the selected and appointed candidate, at the request of the City or the employee's own determination, leave the employ of the City within the first 24 months of appointment, we will, if desired, conduct one additional recruitment for the cost of expenses and announcements only, if requested to do so within six months of the employee's departure.

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

Why Choose GovHR?

We ask you to consider the following as you deliberate:

- We are a leader in the field of local government recruitment and selection with experience in more than 24 states, in communities ranging in population from 1,000 to 1,000,000. More than 28% of our clients are repeat clients showing a high level of satisfaction with our work. We encourage you to call any of our previous clients.
- We are committed to bringing a diverse pool of candidates to your recruitment process. We network extensively with state, city and county management associations, attending more than 20 state and national conferences each year. In addition, we support and attend the meetings of Women Leading Government, the International Hispanic Network, the California Network of Asian Public Administrators, and the National Forum for Black Public Administrators.

- We conduct comprehensive due diligence on candidates. Before we recommend a candidate to you, we will have interviewed them via Skype, conducted reference calls, and media and social media searches. Our knowledge of local government ensures that we can ask probing questions that will verify their expertise.
- We are your partners in this important process. You are welcome to review all the resumes we receive, and we will share our honest assessment of the candidates.
- Our goal is your complete satisfaction. We are committed to working with you until you find the candidate that is the best fit for your position.

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

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

Sincerely,



Heidi J. Voorhees
President
GovHR USA

Attachment: Consultant Biography

ACCEPTED BY THE CITY OF CARLISLE, IOWA

BY: _____

TITLE: _____

CONSULTANT BIOGRAPHY

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

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

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

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

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

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

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

Executive Recruitment for

BONDURANT, IOWA

GovHRUSA, LLC is pleased to announce the recruitment and selection process for Bondurant's City Administrator. This brochure provides background information on the City as well as the requirements and expected qualifications for the position. Candidates interested in applying for the position should submit their resume and cover letter, along with contact information for five work-related references by March 2, 2017 to Karl Nollenberger, Vice President, 630 Dundee Road, Suite 130, Northbrook, Illinois 60062. TEL: 847-380-3240. FAX: 866-401-3100. Formal applications should be submitted to: www.govhrusa.com/current-positions/recruitment

Karl Nollenberger, Vice President
GovHR USA
630 Dundee Road, Suite 130
Northbrook, IL 60062
TEL: 847-380-3240
FAX: 866-401-3100



CITY ADMINISTRATOR



ANNOUNCEMENT AND PROFESSIONAL SUMMARY

Bondurant, IA (pop. 5,493) Progressive city with an excellent quality of life located in central Iowa seeks experienced local government executive to lead its organization consisting of 15 full time and 5 part time employees and a \$8.8 million budget. Successful candidates will have growth management, long term planning and economic development skills. Candidates are required to have a Bachelor's degree (Master's degree preferred) in administration or related discipline along with a minimum of three years of administrative management experience in local government. Starting salary is \$105,000 +/- DOQ. Residency within the City within 6 months of hiring is required. The City provides an excellent benefit package. Candidates should apply by March 2 with resume, cover letter and contact information for 5 work related references to www.GovHRUSA.com/current-positions/recruitment to the attention of Karl Nollenberger, 630 Dundee Road #130, Northbrook, IL 60062. Tel: 847-380-3240; Fax: 866-401-3100.



CITY BACKGROUND

Bondurant (population 5,493 – 2015 special census) is a city in central Iowa in the Des Moines Metropolitan Statistical Area. Bondurant was founded in 1884 and incorporated as a city on December 23, 1897. The city was named for Alexander C. Bondurant, who was the area's first settler in 1857 and played a large part in the history of Bondurant. Alexander's entrepreneurial spirit has lived on as the City has continued to grow into a community of more than 5,500 residents. The city continues to expand its horizons for the future while taking pride in the heritage.

Bondurant is located 15 miles northeast of downtown Des Moines in the heartland of Iowa, and is right off of I-80 and within minutes of I-35. US 65 runs through town, making Bondurant a premier location for businesses. Bondurant is an excellent place to live, work, and play away from the bustle of the big city. With the short

drive time to more populated areas, and quiet small-town lifestyle, you can get "on the move" with Bondurant and experience the best of both worlds!

The Bondurant community has many great amenities – excellent schools, unique entertainment and beautiful parks. The size of the school district allows students the individual attention needed to succeed, while providing the advantages of a bigger school. Total enrollment is approximately 1,900 students and projected to grow by 125 students each year through 2025. Students in kindergarten through second grade attend Morris Elementary, opened in the fall of 2014. Anderson Elementary is home to pre-school and third through fifth grade students. The Middle School houses sixth through eighth and is on the same 55 acre campus as Morris and Anderson. The High School, built in 2010, is on the north side of town and home to ninth through twelfth grade students. An auditorium and classroom wing will be added to the high school in 2017. A new football stadium/track complex opened in 2015.

Along with the Bluejay Booster Club, Fine Arts Booster Club, and the Elementary PTO, many community clubs and organizations support the students and staff through donations and volunteering. Formed in 2008, the Bondurant-Farrar Education Foundation partners with the Bondurant-Farrar CSD to create opportunities for alumni, friends, and the community to support and enhance educational excellence.



Bondurant has many opportunities to enjoy the outdoors. The Bondurant Regional Trailhead is a centerpiece of the Eastern Polk County trail system and Chichaqua Valley Trail. The Trailhead sits on the historic Chicago Great Western rail line. The Bondurant trailhead was voted the #1 trailhead in Iowa at the 2016 Iowa Bike Expo. The railway operated from 1883 to 2005. City Park is the most centrally located park in Bondurant located two blocks east of the elementary and middle schools and one block south

of downtown. Lake Petocka is a beautiful, tranquil lake surrounded by a .71 mile winding biking and walking trail. Lake Petocka is a popular fishing lake. The Bondurant Recreational Sports Complex is situated on the northeast side of Lake Petocka and includes base-



ball fields and a playground. Other parks include Mallard Pointe Park, Eagle Park, Renaud Ridge Park, Lincoln Estates Park, Wisteria Heights Park and Wolf Creek Park.

Bondurant has lots of community events during the year including the following:

- ◆ Live Healthy Iowa 5k walk/run - early April
- ◆ Student Council 5k - early to mid-May.
- ◆ Pedal CVT (annual Chichaqua Valley Trail bike ride about 40 miles) - June 10.
- ◆ Summerfest (annual carnival and fireworks) mid-June.
- ◆ Jazz in July & Sidewalk Chalk Festival - July 5 - Evening jazz concert and sidewalk art drawing during the day - prizes awarded - some of the art work is stunning
- ◆ Pedaler's Jamboree August 26 & 27 - 40 mile bike ride with evening bands and overnight camping - about 1,000 people expected.
- ◆ Summer concerts

There will also be a winter bike ride on the Chichaqua Valley Trail on February 18. The trail is plowed and if the weather is not ridiculously bad, people will participate. There is a brewery and a popular bar/restaurant that are the start/end points for many of the bike rides thru town.

Bondurant's population has increased from 1,846 in 2000 to 3,860 in 2010 to the special census count of 5,493 in 2015. The community has been growing rapidly in recent years. 2015 was a record year for new construction in Bondurant. With \$34,737,068 in 2016 new construction, 2016 eclipsed 2015 by 22.5%. About half of Bondurant's residents are in their late 20's or early 30's and starting a family or planning on a family. 58% of the residents have lived in the community for less than 10 years. In a recent citizen survey, 97.5% of the respondents felt that Bondurant is a nice place to live.

CITY GOVERNMENT

Bondurant operates under the Mayor-Council with Administrator form of government. The Bondurant City Council is comprised of five council members elected at large for overlapping four year terms. The Mayor is elected for a

four year term. The Council appoints the City Administrator, City Attorney, City Clerk and City Engineer. The City Administrator serves as the City Treasurer. Meetings of the City Council are held on the first and third Mondays of the month at 6:00 p.m.

The departments of the City include the following: Water, Wastewater, Street, Parks, Fire, City Engineer, City Attorney, Finance, Library, City Clerk, and Recreation. The Library Board appoints the Head Librarian. Police services are contracted with the Polk County Sheriff's Department. The City purchases water from Des Moines Waterworks but maintains the water distribution system. The City purchases wastewater treatment services from the Wastewater Reclamation Authority but maintains the collection system. The City has a full time Fire Chief and operates a paid on call Fire Department and ambulance service.

The City of Bondurant's Mission Statement states that the City strives to

- ◆ Provide expedient, courteous service to new and prospective residents and businesses
- ◆ Establish cost-effective administration practices
- ◆ Implement policies and projects which improve the city's image
- ◆ Expand public safety services
- ◆ Continually upgrade the city's infrastructure
- ◆ Reduce the city tax rate
- ◆ Improve recreation facilities & activities
- ◆ Support planned, organized growth
- ◆ Expand the city's boundaries where practical
- ◆ Promote economically feasible commercial development

The City Administrator is appointed by a majority vote of the Council to serve at the discretion of the Council. The City Administrator is the chief administrative officer of the City directly responsible to the City Council for the administration of the municipal affairs as directed by that body. All department activity requiring the attention of the Council shall be brought before the Council by the City Administrator and all Council involvement in administration initiated by the Council must be coordinated through the City Administrator. Responsibilities of the City Administrator include the following:

1. Responsibility for all accounting and accounting procedures for the City.
2. Administration of all ordinances, resolutions, Council policies, directives and procedures.
3. Continuous study of the City government's operating procedures, organizations and facilities and

recommendation of fiscal and other policies to the Council whenever necessary.

4. Preparation and administration of the City's annual operating budget.
5. Supervision of the City's administrative policies and procedures, including personnel and purchasing.
6. Keeping the Council informed as to the progress of its programs and the status of its policies.
7. Coordination and direction of all City services provided through the various departments.
8. Study of possible joint arrangements with municipal boards and commissions, making recommendations for such arrangements as are mutually acceptable and coordinating these activities as agreed upon.
9. Assisting the Mayor in any duties as requested by the Mayor.
10. Assisting the Council and the Planning and Zoning Commission in the carrying out of the comprehensive plan and to assist in all other forms of planning within the City government.
11. Acting for the City in the exercise and execution of all policies and programs whereby the City is involved in a joint basis with any other governmental subdivision, agency or department.
12. Employment and removal of City employees in accordance with Council approved policies regarding pay, employment, and removal of such employees.

The City Administrator is responsible to the Council for the performance of all department activities. All City officers and department heads, regardless of their method of appointment, are responsible to the City Administrator for the conduct of their department.

The Bondurant Budget for 2016-17 fiscal year (July 1 to June 30) is \$8,763,590 and the General Fund is \$2,140,386 of that total. The Proprietary Funds consist of \$3,329,165 in the budget for this fiscal year. Other funds are the Capital Projects (\$773,105), Special Revenues (\$1,484,063), Debt Service (\$1,036,871). The General Fund Balance projected at the end of the fiscal year on June 30, 2017 is around \$450,000. There are 15 full time, 5 part time and 3 seasonal employees in the City. The City reduced its property tax rate and sewer rate effective July 1, 2016. It is the tenth consecutive year that the property tax rate has been reduced. Moody's Investors Service stated in 2015 that "Bondurant has a favorable credit position" at the A1 level.

OPPORTUNITIES AND CHALLENGES

The next City Administrator will need to get a solid read on the community in the first year and develop a relationship with the community and the organization. In December of 2015, after a Goal Setting Session, the City Council adopted the following on-going city commitments and/or obligations for the upcoming 24 months.

On-Going Commitments/Obligations

- ◆ Continue economic development programs
- ◆ Sewer infrastructure – infiltration/inflow remediation
- ◆ Continue to promote voluntary annexations
- ◆ Trail connections
- ◆ Provide safe connections in town
- ◆ Modification and expansion of baseball/softball complex
- ◆ Transportation/street plan of city
- ◆ Make a decision regarding tax abatement program
- ◆ Continue to reduce property tax rate

New Priority Projects, Programs, Policies and Initiatives

- ◆ Develop multi-year infrastructure (streets, sanitary sewers, storm sewers, water mains) improvements plan to address future growth
- ◆ Addition of another full-time position at the Fire Department to cover calls Mon-Fri from 0800-1700
- ◆ Joint plan between the school district and city to develop sports complex
- ◆ Parking for downtown businesses
- ◆ Long-range strategic planning (5-10-15 years or more)

Organizational Effectiveness Initiatives

- ◆ Maintain communication and cooperation among and between staff and elected officials
- ◆ Review and update website: implement online registration for city events
- ◆ Continue to solicit city staff comments regarding projects being planned and involve staff in project ideas
- ◆ Develop employee length-of-service recognition program



- ◆ Develop a better plan/schedule for equipment replacement, including technology replacement
- ◆ Continue to invite representatives from Boards/ Commissions to meet with Council once a year
- ◆ Hold periodic work sessions to review major projects, issues, priorities
- ◆ Cross-train employees as much as possible
- ◆ Metro communities/collaboration (equipment, policies, etc.)
- ◆ Review BRSC oversight, management, operations, rental rates and agreement
- ◆ Evaluate establishing Council liaisons with various Boards
- ◆ Prioritize projects for grant funding
- ◆ Conduct resident/business satisfaction survey

Additional challenges and opportunities that should be addressed are as follows:

- ◆ Planning the future growth in the city and relations with developers.
- ◆ The need for more growth in commercial/industrial development in the city
- ◆ Continue and enhance the city-school district collaboration efforts
- ◆ Downtown expansion and development
- ◆ Financing for infrastructure expansions and improvements
- ◆ Plan for the future of the Police and Fire operations.
- ◆ Further enhancement of the organizational culture
- ◆ Set goals for individual city employees and share with the organization
- ◆ Long term city services and staffing plan
- ◆ Succession planning for the future 2 to 5 years



CANDIDATE QUALIFICATION CRITERIA

The City is seeking highly professional candidates who are passionate about local government and city administration. The following education, experience, management, and leadership criteria have been identified by Bondurant as important skills and abilities for the candidates to possess and demonstrate. The starting salary for the position is \$105,000 +/- depending on qualifications and

experience. Residency within the City is required. A commitment to being in Bondurant for at least five years is highly desired.



Education and Experience

Candidates must::

- ◆ Possess a Bachelor's Degree in Public Administration/Business Administration or closely related field. A Master's Degree is preferred. Iowa experience is a plus.
- ◆ Possess five years of responsible management level experience in the public sector as a department head, assistant administrator or administrator/manager in an organization of similar size and/or complexity. Experience in the top position is a plus. Have ability to effectively manage and lead the city operations and create a city wide perspective for the organization.
- ◆ Have experience in growth management and long range planning for the community's future.
- ◆ Have experience in economic development initiatives in a community.
- ◆ Have experience in successfully managing high level issues with elected officials, developing, coordinating, and managing agenda items. Ability to make decisions and make things happen in accordance with city policies and procedures.
- ◆ Have experience in developing positive, collaborative relationships with the Mayor, elected City Council Members and departments, with the interpersonal skills necessary to skillfully move issues and agendas forward.
- ◆ Have well developed finance and budgeting skills with the ability to work closely with City officials and

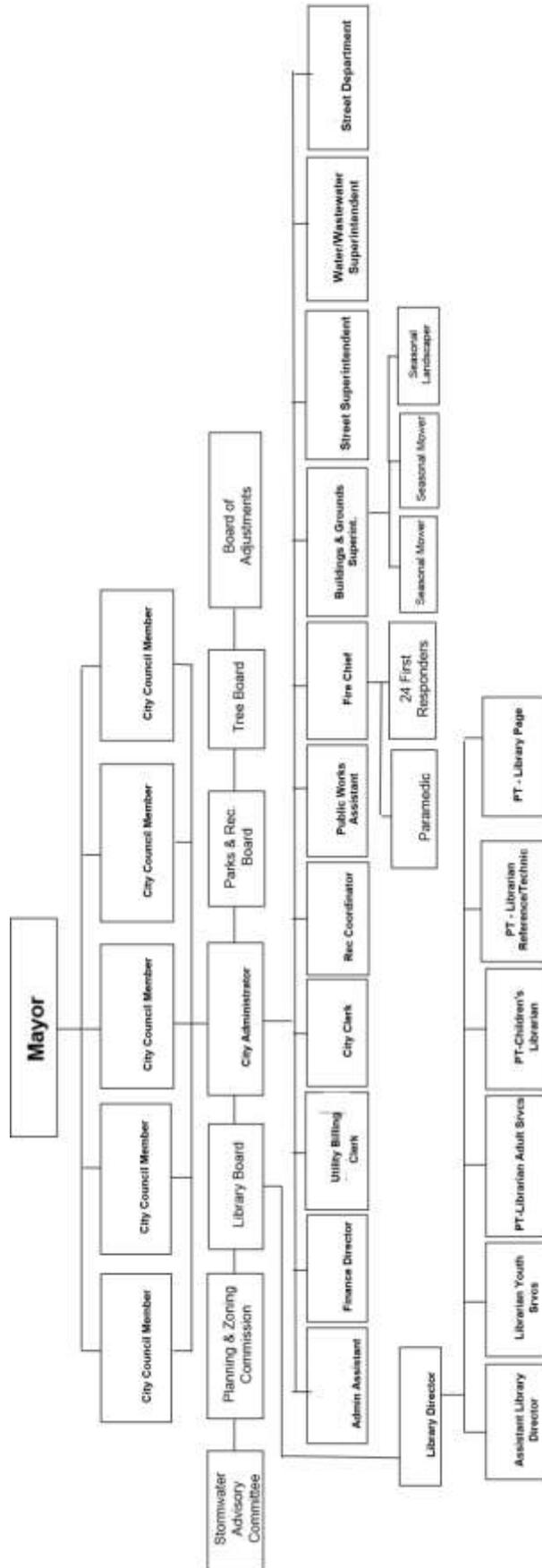
- employees on budget development and create a balanced budget.
- ◆ Have experience in strategic thinking, short and long range planning of programs and services, and aligning priorities with goals. Have experience facilitating planning efforts.
- ◆ Have experience in intergovernmental relations with counties, cities, state and federal governments. Have experience developing cooperative efforts with cities and counties.
- ◆ Have grant writing skills and experience in grant writing.
- ◆ Have experience in project management with the desire to complete the projects on a timely basis.
- ◆ Have working knowledge of the user capability of technology needs of city government.
- ◆ Have experience in succession planning and development of the staff for the future of the organization.
- ◆ Have excellent written and verbal communication skills and be capable of making effective public presentations, including personal or written responses to public concerns and suggestions as well as being a good “listener.” Be clear and concise in verbal and written communication. Be able to tactfully say “no”.
- ◆ Have a background of complete integrity and honesty and of leading/motivating personnel by example. Have a strong sense of community and be loyal to the community and organization.
- ◆ Be an anticipatory, proactive, creative, visionary leader, identifying future trends, developing effective strategies for addressing these trends. Be idea friendly. Have a big picture view of the city organization. Have the ability to be a change agent when needed. Be direct but be caring.
- ◆ Have confidence, calmness and patience that projects into the organization. Be transparent with the organization and the public. Trust employees to do their work until situations require intervention. Be respectful of others and be someone who they can respect. Interact with the employees in the organization in their locations and be visible. Create an involved cohesive positive culture in the organization.

Leadership and Management Skills

Candidates must :

- ◆ Have strong interpersonal skills with the desire to work collaboratively with the Mayor & City Council, the public and departments and build trust and unity with everyone. Be a people person good at relationship building. Able to work with and be open to people with diverse viewpoints and diversity in the community. Be adaptable to the situation, have versatility in the situation.
- ◆ Be able to firmly yet diplomatically present professional views, concerns, and implications of matters under consideration, while recognizing that the final decision rests with the City Council. Provide the City Council with options and recommendations. Take policy direction from the City Council and lead staff to make things happen.
- ◆ Be visible and involved in the community, as well as get to know the key business leaders; be able to speak effectively at community events. Be able to handle sensitive community issues. Be politically astute without being political. Work with the community to establish the direction for the future of Bondurant. Have a sense of service to the community recognizing that this is a “people business”. Enjoy the family aspect of Bondurant. Be a champion for the community.
- ◆ Share a strong commitment to the principles of team management, involving departments in decision making in their areas of expertise, delegating authority and latitude to personnel with confidence, helping to eliminate any silo mentality, while remaining accountable for project outcomes. Set expectations clearly. Be approachable and fair and not a micro-manager. Be direct but tactful. Be able to adapt to the situation.
- ◆ Have a consistent genuine and passionate approach and style with empathy towards people. Have networking skills. Be visible in the organization. Have a positive and energetic style and be open to challenges. Have a sense of humor.
- ◆ Have a style that enables and encourages employees. Have coaching skills at all levels in the organization. Be a mentor and motivator and facilitate development of employees. Work to resolve disputes between employees.
- ◆ Have the skills to deal with conflict and conflict resolution and create positive experiences. Be able to address criticism constructively. Have self-control in difficult situations.

City of Bondurant, Iowa
Table of Organization





Recruitments - 2015 to Present

Position Type:	Client:	Position:	Year:
Assistant City Management	Glencoe, IL	Assistant Village Manager	2015
	Homewood, IL	Assistant Village Manager - Virtual Recruitment	2017
	La Grange, IL	Assistant Village Manager - Virtual Recruitment	2017
	La Grange, IL	La Grange, IL - Chief of Police - Virtual Recruitment	2017
	Lake Bluff, IL	Assistant to the Village Manager	2016
	Lincolnshire, IL	Assistant Village Manager/Community Development Director	2016
	Lincolnshire, IL	Assistant Village Manager/Community Development Director re-do	2018
	Woodbury, MN	Assistant City Manager	2017
Building Management	Arlington Heights, IL	Building Director	2016
	Franklin Park, IL	Building Director	2016
	Libertyville, IL	Facility Manager (Professional Outreach Services)	2017
	Libertyville, IL	Facility Director (Professional Outreach Services)	2017
	Morton Grove, IL	Manager of Inspection & Building Services (Professional Outreach Services)	2017
	San Miguel County, CO	Building Official	2017
City Management	Bellevue, WI	Village Administrator	2017
	Beloit, WI	City Manager	2015
	Beloit, WI	Town Administrator	2016
	Bensenville	Village Manager	2015
	Bloomington, IL	City Manager	2018
	Bondurant, IA	City Administrator	2017
	Cambridge, MA	City Manager	2016
	Cedarburg, WI	Town Administrator	2015
	Cheshire, CT	Town Manager	2017
	Crest Hill, IL	City Administrator	2015
	Dixon, IL	City Manager	2015
	Eagle, CO	Town Manager	2017
	East Moline, IL	City Administrator	2016
	East Peoria, IL	City Administrator	2016
	Enfield, CT(start over)	Town Manager	2015
	Fayetteville, NC	Assistant City Manager	2017
	Ferguson Township, PA	Township Manager	2017

	Ferguson, MO	City Manager	2015
	Freeport, IL	City Manager	2017
	Garland, TX	Assistant City Manager	2016
	Glendale, WI	City Administrator	2016
	Greenbelt, MD	City Manager	2016
	Hagerstown, MD	City Administrator	2015
	Hamtramck, MI	City Manager	2017
	Hartford, WI	City Administrator	2015
	Hobart, WI	Village Administrator	2016
	Joliet, IL	City Manager	2017
	La Grange, IL	Village Manager	2017
	Lake Geneva, WI	City Administrator	2015
	Lake Zurich, IL	Village Manager	2015
	Libertyville, IL	Village Manager	2016
	Lincoln, IL	City Administrator	2018
	Lindenhurst, IL	Village Administrator	2017
	Maryland Heights, MO	City Administrator	2015
	Meriden, CT	City Manager	2017
	Mokena, IL	Village Administrator	2015
	Moline, IL	City Administrator	2017
	Morgantown, WV	City Manager	2016
	Mt. Lebanon, PA	Municipal Manager	2015
	Mt. Prospect, IL	Village Manager	2015
	Newark, DE	City Manager	2018
	Newton, IA	City Administrator	2016
	Normal, IL	City Manager	2017
	North Kingstown, RI	Town Manager	2015
	North Kingstown, RI re-do	Town Manager	2017
	Oak Creek, WI	City Administrator	2016
	Oberlin, OH	City Manager	2016
	Orland Park, IL	Village Manager	2016
	Orland Park, IL	Village Manager	2016
	Pekin, IL	City Manager	2016
	Prairie Du Chien, WI	City Administrator	2017
	Prairie Du Chien, WI re-do	City Administrator	2017
	Provincetown, MA	Town Manager	2015
	Racine, WI	City Administrator	2016
	Republic, MO	City Administrator	2016
	Rhineland, WI	City Administrator	2017
	Rochester, MI	City Manager	2015
	Rome, WI	Town Administrator	2016
	Schiller Park, IL	Village Manager	2015
	Shorewood, WI	Village Manager	2017
	South Fayette Township, PA	Township Manager	2018
	Sykesville, MD	Town Manager	2017
	Unalaska, AK	City Manager	2017
	University City, MO	City Manager	2017
	Waldwick, NJ	Borough Administrator	2015

	Washington, IL	City Administrator	2015
	Wauconda, IL	Village Administrator	2017
	Webster City, IA	City Manager	2016
	West Bend, WI	City Administrator	2016
	Williamstown, MA	Town Manager	2015
	Woodridge, IL	Village Administrator	2017
Community & Economic Development	Asheville, NC	Director of Development Services	2017
	Bozeman, MT	Community Development Director	2016
	Decatur, IL	Economic and Community Development Director	2017
	Des Plaines, IL	Community & Economic Development Director	2016
	Elgin, IL	Senior Planner	2016
	Fayetteville, NC	Development Services Director	2017
	Franklin, WI	Economic Development Director	2015
	Franklin, WI	Economic Development Director	2018
	Greenbay, WI	Plan Review Administrator	2015
	Highland, IN	Redevelopment Director - Limited scope	2017
	La Grange, IL	Director of Community Development	2016
	Lisle, IL	Development Services Director & General Recruitments	2017
	Oak Park, IL	Assistant Director of Development Customer Services	2017
	Plainfield, IL	Economic Development Director	2016
	Plainfield, IL	Director of Planning	2016
	Rochester Hills, MI	Economic Development Director	2016
	Round Lake, IL	Community & Economic Development Director	2017
	Winnetka, IL	Community Development Director	2017
County Management	Alachua County, FL	Human Resources Director	2017
	Beaufort County, SC	County Administrator	2018
	Dunn County, WI	County Manager	2016
	Eau Claire County, WI	County Administrator	2015
	Grand Traverse County, MI	County Administrator	2017
	Kalamazoo County, MI	County Administrator	2015
	Kent County, MI	County Administrator/Comptroller	2017
	Lake County, IL	Assistant County Administrator	2016
	Lake County, IL	Assistant County Administrator	2017
	Lake County, MI	County Executive	2015
	Marion County	County Administrator	2015
	Pasco County, FL	County Administrator	2016
	Rock Island County, IL	County Administrator	2017
	Winnebago County, IL	County Administrator	2016
	Yuma, AZ	County Administrator	2015
Engineering	Libertyville, IL	Village Engineer (POS)	2017
	Rockford, IL	City Engineer	2017
Executive Director	Northwest Illinois Development Alliance	Executive Director/President-CEO	2018

Finance	Bloomington, IL	Budget Manager - Prof. Outreach Serv. Only	2017
	Bloomington, IL	Chief Accountant(POS)	2017
	GASB	Financial Statements Board Member	2015
	GFOA	Organizational Development/Human Resources Director	2017
	Glencoe, IL	Finance Director	2018
	Hanover Park, IL	Finance Director	2015
	Jefferson County, WI	Finance Director - Virtual Recruitment	2017
	Lake Bluff, IL	Finance Director	2017
	Lake County, IL	Deputy Finance Director	2016
	Middleton, WI	Finance Director	2015
	Park Forest, IL	Finance Director	2017
	Rib Mountain, WI	Clerk/Treasurer	2017
	River Forest, IL	Assistant Finance Director	2015
	Unalaska, AK	Finance Director	2016
	Unalaska, AK	Finance Director	2017
	Winnetka, IL	Finance Director	2015
	Wood Dale Park District, IL	Director of Finance & Administration	2017
Fire Chief	Beloit, WI (City)	Assistant Fire Chief & Deputy Chief	2017
	Bozeman, MT	Fire Chief	2015
	Carpentersville, IL	Fire Chief	2016
	Denton, TX	Fire Chief	2018
	Elburn & Countryside Fire Protection District, IL	Fire Chief	2016
	Elmhurst, IL	Fire Chief	2016
	Fireman's Annuity and Benefit Fund of Chicago	Executive Director	2016
	Kirkwood, MO	Fire Chief	2015
	Lisle-Woodridge Fire District	Fire Chief	2017
	Lombard, IL	Fire Chief	2016
	Moline, IL	Fire Chief	2017
	Schaumburg, IL	Fire Chief	2017
	Unalaska, AK	Fire Chief	2017
	Wauwatosa, WI	Fire Chief	2017
Transportation	San Jose, CA	Traffic Safety Division - Division Manager	2017
Healthcare	Allegheny County, PA	Chief of Emergency Services	2016
	Austin	EMS Director	2015
	Deerfield Beach, FL	Assistant Senior Services Director	2016
	Lake County, IL	Emergency Management Coordinator	2016
	Lake County, IL	Emergency Management Coordinator	2017
	Lake Forest Senior Center, IL	Senior Center Manager	2015
	Wauwatosa, WI	Health Officer	2016
Housing	Beloit, WI (City)	Director of Housing Authority	2018
Human Resources	Arlington Heights, IL	Employee Benefits Coordinator (Virtual)	2017
	Alachua County, FL (Virtual Recruitment)	Court Services Director	2018
	Austin, TX	Employee Relations Manager	2018
	Austin, TX (Virtual Recruitment)	Employee Relations Diversity Consultant	2018

	Austin, TX (Virtual Recruitment)	Employee Relations HR Consultant(2)	2018
	Decatur, IL	HR Director	2017
	Des Plaines, IL	Human Resources Director	2015
	Hanover Park, IL	Human Resources Director	2016
	North Chicago, IL	Director of Human Resources	2015
	Plainfield, IL	Human Resource Manager	2016
	Schaumburg Park District, IL	Human Resources Director	2016
	Schaumburg, IL	Director of Human Resources	2015
	St. Charles, IL	Human Resources Director	2015
	Wausau, WI	HR Director	2017
Information Technology	Franklin, WI	Director of Information Technology	2015
	Hanover Park, IL	Chief Information Officer	2015
	Lake County, IL	Deputy Director of IT	2016
	St. Charles, IL	IS Director	2015
	Waukesha, WI	Director of IT	2017
Agency	CMAP, IL	Executive Director	2015
	CMAP, IL	Executive Director for Finance and Administration	2015
	GASB	Board Member	2016
	GFOA	Executive Director	2016
	ICMA	Executive Director	2015
	IMET, IL	Executive Director	2016
	South Suburban Mayors and Managers Association	Executive Director	2016
	St.Louis Cnty Mun. League	Executive Director	2015
	World Business Chicago, IL	Executive Director of the Plan for Economic Growth and Jobs	2015
Law Enforcement	Allegheny County, PA	Police Superintendent	2016
	Ann Arbor, MI	Deputy Police Chief	2017
	Bayside, WI	Police Chief	2018
	Beloit, WI	Police Chief	2016
	Bozeman, MT	Chief of Police	2015
	Ferguson Township, PA	Police Chief	2017
	Highland Park, IL	Chief of Police	2017
	Lake County, IL	Sherriff's Office Business Manager	2015
	Lincolnshire, IL	Chief of Police	2016
	Lincolnwood, IL	Chief of Police	2017
	McCandless, PA	Chief of Police	2016
	Moline, IL	Police Chief	2017
	Mt. Lebanon, PA	Chief of Police	2015
	Northbrook, IL	Chief of Police	2017
	Northwestern University Police Department	Commander and Accreditation Manager	2017
	Polk County, WI	Chief Deputy Sheriff	2016
	Princeton, IL	Chief of Police	2017
	River Falls, WI	Chief of Police	2015
	Schaumburg, IL	Deputy Police Chief	2018
	St. John, IN	Chief of Police	2015
	Vernon Hills, IL	Chief of Police	2017

	Villa Park, IL	Chief of Police(Virtual)	2017
	Wauconda, IL	Chief of Police	2015
Other	Austin	Intergovernmental Relations Officer	2015
	Austin	Cultural Arts Division Program Mgr.	2015
	Austin, TX	Director of Libraries	2017
	GFOA	Director of Technical Services	2017
	IRMA, IL	Senior Risk Control Representative(POS)	2017
	McHenry County, IL	Director of Purchasing	2017
	Wausau, WI	City Assessor	2017
Parks & Recreation	Cincinnati Parks	Board Director	2017
	Evanston, IL	Director of Parks, Recreation & Community Services	2015
	Glenview Park District	Deputy Director	2017
	Great Falls, MT	Director of Parks & Recreation	2017
	Lee's Summit, MO	Parks Administrator	2017
	Macon County Cons. Dist.	Executive Director	2015
	Maryland Heights, MO	Parks & Recreation Director	2016
	Morton Grove Park District, IL	Executive Director	2015
	Northbrook Park District, IL	Executive Director	2016
Communications	Denton, TX	Public Safety Dispatch Manager	2017
	Northwest Central Disptach System, IL	911 Center Assistant Director	2015
	Oak Lawn/NORCOMM	Deputy Director	2015
	Regional Emergency Dispatch Center (RED Center)	Director	2017
	Rockford, IL	911 Director	2016
	Snohomish County Emergency Radio System, WA (SERS)	Executive Director	2017
	West Central Consolidated Communications	Executive Director	2016
Public Works	Beloit, WI (City)	Director of Public Works	2017
	Brookfield, IL	Director of Public Works	2017
	Burlington, WI	Director of Public Works	2015
	Burr Ridge, IL	Director of Public Works/Village Engineer	2015
	Crest Hill, IL	Director of Public Works	2018
	Decatur,IL	Director of Public Works (POS)	2017
	DeKalb, IL	Director of Public Works	2015
	East Dundee, IL	Director of Public Works	2017
	Freeport, IL	Public Works Director(Virtual)	2017
	Glenview, IL	Assistant Director of Public Works	2016
	Grand Chute, WI	Director of Public Works	2018
	Kenilworth, IL	Director of Public Works - Virtual Recruitment	2017
	Lake Bluff, IL	Village Engineer	2015
	Lake County, IL	Director of Public Works	2016
	Lincolnwood,IL	Director of Public Works	2016
	Litchfield,IL	Streets Superintendent	2017
	Northbrook, IL	Village Engineer	2015
	Oak Brook, IL	Director of Public Works	2015

	Oshkosh, WI	Director of Public Works	2015
	San Miguel County, CO	Director of Road and Bridge Department	2016
	Tinley Park, IL	Director of Public Works	2015
	Wauwatosa, WI	Director of Public Works	2016
Transportation	Lake County, IL	Director of Transportation	2017
	Lake County, IL	Director of Transportation	2017
	San Jose, CA	Traffic Safety Division - Division Manager	2017
	San Miguel Authority for Regional Transportation	Executive Administrator	2017
	San Miguel Authority for Regional Transportation	Executive Administrator	2017
Utility & Water	Northwest Water Commission, IL	Executive Director	2015
	NSMJAWA	Assistant Director	2015