



**CITY OF DUBUQUE, IOWA
CITY COUNCIL MEETING**
Historic Federal Building: 350 W. 6th
Street - Second-Floor Council
Chambers.
August 18, 2026 at 5:15 PM

Council meetings are streamed live and archived at
www.cityofdubuque.org/media and broadcast on CityChannel Dubuque
Mediacom cable channel 8 and ImOn channel 5.

ROLL CALL ORDER FOR MEETING

Cavanagh, Roussell, Staver, Sprank, Wethal, Resnick, Leyendecker

SPECIAL SESSION

1. City Manager Executive Recruitment RFP Submissions

City Attorney, Chief Human Resources Officer, and Talent Acquisition Manager providing the submissions received in response to the Request for Proposals (RFP) for City Manager Executive Recruitment Services and seeking direction from the City Council regarding its preferred approach to the evaluation and vetting process for the executive recruitment firm.

Suggested Disposition: Receive and File; Council

ADJOURNMENT

The agenda with supporting documents may be accessed at www.cityofdubuque.org or at the City Clerk's Office at ctyclerk@cityofdubuque.org or by mail to 50 W. 13th Street, during regular business hours.

This notice is given pursuant to Chapter 21, Code of Iowa, and applicable local regulations of the City of Dubuque, Iowa and/or governmental body holding the meeting.

Written comments regarding the above items may be submitted to the City Clerk's Office at ctyclerk@cityofdubuque.org or by mail to 50 W. 13th St., Dubuque, IA 52001, before said time of meeting.

Individuals requiring special assistance should contact the City Clerk's Office as soon as feasible at (563) 589-4100, ctyclerk@cityofdubuque.org. Deaf or hard-of-hearing individuals can use Relay Iowa by dialing 711 or (800) 735-2942.

**City of Dubuque
City Council**

SPECIAL SESSION # 1.

ITEM TITLE:	City Manager Executive Recruitment RFP Submissions
SUMMARY:	City Attorney, Chief Human Resources Officer, and Talent Acquisition Manager providing the submissions received in response to the Request for Proposals (RFP) for City Manager Executive Recruitment Services and seeking direction from the City Council regarding its preferred approach to the evaluation and vetting process for the executive recruitment firm.
SUGGESTED DISPOSITION:	Receive and File; Council
ATTACHMENTS:	
	1. City Manager Executive Recruitment

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TO: The Honorable Mayor and City Council Members

FROM: Crenna Brumwell, City Attorney
Shelley Stickfort, Chief Human Resources Officer
Kristen Dietz, Talent Acquisition Manager

DATE: August 14, 2026

RE: City Manager Executive Recruitment Submissions

INTRODUCTION

The purpose of this memorandum is to provide the City Council with the submissions received in response to the Request for Proposals (RFP) for City Manager Executive Recruitment Services. This information is being shared for reference as the City Council prepares for the next phase of the recruitment process.

DISCUSSION

The City solicited proposals for City Manager Executive Recruitment Services from July 1, 2026, through August 9, 2026, at 5:00 p.m. (CST).

The deadline for vendor questions was July 10, 2026, at 5:00 p.m. (CST). Two questions were received, and Addendum No. 1 was issued and posted on July 15, 2026.

A total of nine (9) proposals were received. Submissions are listed below in alphabetical order:

- Bob Murray & Associates
- BOLD15 Executive Search & Consulting
- CPS HR Consulting
- Encode, Inc.
- GMP Consultants
- Goodwin Recruiting
- MGT Impact Solutions, LLC
- Strategic Government Resources (SGR)
- WBCP, Inc.

All proposals have been compiled and provided to the City Council for review. A summary chart is included for convenience; however, proposals should be evaluated based on their full content.

ACTION REQUESTED

Staff is seeking direction from the City Council regarding its preferred approach to the evaluation and vetting process for the executive recruitment firm.

Council may choose to:

1. Have the full Council participate in the evaluation and vetting process; or
2. Appoint two (2) Council members to serve on a committee with staff to vet and evaluate the proposals and return to the full Council with a recommendation for a firm at the September 21, 2026 City Council meeting.

If the Council prefers to appoint two (2) Council members to serve on a committee with staff, the anticipated staff participants would be:

- City Attorney, Crenna Brumwell
- Chief Human Resources Officer, Shelley Stickfort
- Talent Acquisition Manager, Kristen Dietz
- City Clerk, Adrienne Breitfelder
- Assistant City Manager, Cori Burbach

Firm	Fixed Professional Fee	Expenses (cap/notes)	Total Estimated	Guarantee	Indicative Timeline	Midwest/Iowa Experience	Onsite Visits Included	Background Checks Included	Advertising Included	Stakeholder Engagement
Bob Murray & Associates	\$34,900	Two on-site days included; optional services priced separately (public records \$500; background \$300/candidate; references \$500/candidate)	optional/background costs	12 months replacement (expenses only)	~13–16 weeks	National firm; numerous CM searches; diversity outreach	Yes (two days included)	\$300 per candidate	Yes (targeted; LinkedIn/newsletters; ICMA; Iowa League of Cities)	Virtual community/staff input; surveys; town halls
BOLD15 Executive Search & Consulting	\$38,000	\$4,500 cap (advertising, background checks, travel, printing)	\$42,500	12 months replacement at no additional professional fee (expenses only)	Sept 2026–Apr 2027 (multi-phase)	15+ years municipal search; Council–Manager focus across Midwest	Implied; not itemized	Yes (comprehensive vetting phase)	Yes (brochure + targeted placements)	Public forums, surveys, focus groups
CPS HR Consulting	\$30,000 (fixed flat fee)	Professional fees billed by phase; candidate travel not included	\$30,000 + travel (if any)	One-year service guarantee (expenses only)	~14–16 weeks	Recent CM searches: Wichita KS, Carbondale IL, Gillette WY, etc.	Not specified	Comprehensive reference & background checks included	Targeted ads; LinkedIn; CPS site	Detailed needs assessment; Council + stakeholders
Encode Inc.	\$45,000 (fixed)	Travel (Not to exceed) \$1,000; Background \$950 per finalist; optional services menu	\$45,000 base (+ background; + optional)	12 months replacement (expenses only)	~12–14 weeks	Claims municipal exec searches incl Grand Rapids, Phoenix, Tacoma, Clermont	Yes (3 visits within \$1,000 cap)	\$950 per finalist	Included (9 platforms; diversity networks)	Council/staff interviews; community survey; focus groups
GMP Consultants	\$20,000	Expenses additional (ads \$1.8–2.2k, direct mail \$1.7–2k, travel @ IRS rate + \$87.50/hr, background \$225/candidate)	Depends on scope; typically fee + itemized expenses	18 months (expenses only)	~90–100 days (13–14 weeks)	Iowa/MN team leads; active search in Cedar Rapids; extensive City Manager placements	Yes (lead consultant on-site for finalist process)	\$225 per candidate	Itemized (ads, email, phone, direct mail)	Multi-format; work session; community forums possible
Goodwin Recruiting	\$33,000	Finalists' background checks reimbursable; other expenses billed – terms negotiable	N/A (depends on expenses)	180 days (6 months) replacement at no additional cost	~28 weeks in 5 phases	350+ recruiters; public-sector searches; examples across US	Options for onsite visits	Reimbursable; performed on finalists	Yes (multi-platform)	Structured interviews; optional public sessions
MGT Impact Solutions, LLC	\$24,000	\$2,000 expenses + \$2,000 advertising (client-approved)	\$28,000	12 months replacement (expenses only, with conditions)	~14 weeks	Recent City Manager/Administrator searches in Urbandale (2024), Indianola (2025), Marshalltown (2024)	Possible (travel billed separately)	Yes (for up to four finalists included in expenses)	Up to \$2,000 (client-approved)	Interviews, forums (optional), one organization survey; community survey optional (\$3,500)
Strategic Government Resources (SGR)	\$26,919 (fixed)	Ad placements up to \$2,500 (at cost); additional services per candidate priced; two onsite visits included	\$29,419 NTE (fixed + ads)	Repeat full process if unsatisfied; 12-month replacement (expenses only)	~12 weeks	Recent CM searches in Lawrence KS, Olathe KS, Battle Creek MI; Davenport IA (in progress)	Yes (up to two visits included)	\$511 per finalist (private investigator partner)	SGR job board, LinkedIn, newsletters; ads at cost	Stakeholder interviews; optional online survey (\$1,531)
WBCP, Inc.	\$29,000 (not-to-exceed)	Flat rate includes travel (up to two trips), advertising, one background check	\$29,000 (Not to exceed)	12 months (placement or replacement guarantee)	~12 weeks baseline	Extensive City Manager searches nationwide	Yes (up to two trips)	Yes (one finalist included)	Yes (diversity-focused digital + email/direct)	Surveys (multilingual), listening sessions, focus groups

Disclaimer:

The information presented in this chart is provided for general informational purposes and is intended to summarize the proposals received in response to the City's Request for Proposals for executive recruitment services. Submittals are listed in alphabetical order by company name and are not presented in order of preference, ranking, scoring, or recommendation. The information should not be interpreted as an evaluation, endorsement, or determination of the qualifications of any firm.

This summary was prepared by the Human Resources Talent Acquisition Manager Kristen Dietz based on the nine (9) proposals totaling approximately 178 pages received by the City. The chart is intended as a high-level summary and does not represent the complete content of any individual proposal. Any evaluation, discussion, or selection of a recruitment firm will be conducted through the City Council's established procurement and decision-making processes.



**BOB MURRAY
& ASSOCIATES**

Experts In Executive Search

A Proposal to Conduct an Executive Recruitment

for the Position of

CITY MANAGER

on behalf of



1544 Eureka Road, Suite 180
Roseville, CA 95661
(916) 784-9080
(916) 784-1985 fax

August 3, 2026

Mayor Brad M. Cavanagh &
Members of City Council
City of Dubuque
50 W 13th Street
Dubuque, IA 52001

Submitted via email to: kdietz@cityofdubuque.org

Dear Mayor Cavanagh & Members of City Council:

Bob Murray & Associates is pleased to submit a proposal to conduct the City Manager recruitment for the City of Dubuque. The following details our unique qualifications and describes our systematic–yet flexible–method of identifying, recruiting, and screening outstanding candidates on your behalf. Bob Murray & Associates is proud to offer straightforward, ***all-in pricing***, eliminating surprises and making the experience simple and stress-free. This proposal includes information on our proven process, a timeline, and a guarantee.

As the premier public sector executive search firm specializing in positions that report directly to elected boards/councils, we understand the unique dynamics, high expectations, and political acumen required of leaders in these critical roles. We don't just fill positions—we ensure the candidates we present to City of Dubuque are well-aligned with your organization's goals, values, and culture. Our team is composed of experienced executive recruiters and former public-sector executives—professionals who are passionate about public service and attuned to current trends in government leadership. With over 34 years of experience and a network of more than 40,000 professionals and organizations, we've built a strong reputation for delivering exceptional candidates and achieving repeat success with our clients.

Bob Murray & Associates recognizes that we work at the pleasure of the City Council and our job is to facilitate the Council in finding the City's next City Manager. Our best practice is to establish a strong partnership with the Council, to ensure the placement of a City Manager who is ideally suited to its needs. In developing this collaborative approach, we will seek the opportunity to meet with the council members individually to discuss their expectations for the City's new City Manager. The feedback received from the council members will be essential in providing guidance when recruiting and screening candidates for the position.

Current and recent recruitments we have completed similar in scope to your upcoming search include the following:

2026

St. Helena, CA (City Manager) -
Current
Pacific Grove, CA (City Manager) -
Current
Pleasanton, CA (City Manager) -
Current
Auburn, CA (City Manager) - *Current*
Lemon Grove, CA (City Manager) -
Current
Arvin, CA (City Manager) - *Current*
Lawndale, CA (City Manager)
Sonoma, CA (City Manager)
South Lake Tahoe, CA (City Manager)
Pacifica, CA (City Manager)
Monterey, CA (City Manager)
Eugene, OR (City Manager)
Apple Valley, CA (Town Manager)
Hanford, CA (City Manager)
Cathedral City, CA (City Manager)
Marina, CA (City Manager)

2025

Davis, CA (City Manager)
Live Oak, CA (City Manager)
Oakdale, CA (City Manager)
Fowler, CA (City Manager)
Louisville, CO (City Manager)

2024

Vernon, CA (City Administrator)
Folsom, CA (City Manager)
Aliso Viejo, CA (City Manager)
Manhattan Beach, CA (City Manager)
Emeryville, CA (City Manager)
Reno, NV (City Manager)
Vancouver, WA (City Manager)
Pinole, CA (City Manager)
Novato, CA (City Manager)
Saratoga, CA (City Manager)
Sparks, NV (City Manager)

We work as a team on every search at Bob Murray & Associates. Your Project Lead would be Adele Fresé, who would not only direct and supervise the project team from beginning to end but also serve as the Recruiter for the project.

To learn first-hand about the quality of our services and why the majority of our engagements come from repeat and referred clients, we invite you to contact the references listed on page 14 of the attached proposal.

We look forward to your favorable consideration of our qualifications. Please do not hesitate to contact us at (916) 784-9080 with any questions.

Sincerely,



Valerie Gaeta Phillips
President, Bob Murray & Associates

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THE RECRUITMENT PROCESS

Bob Murray & Associates' recruiters are specialists in finding positive placements and providing security and fairness to candidates and clients while ensuring the integrity of the search process. Outlined below are the steps in our proven recruitment process, refined through our 34+ years of experience in executive recruiting.

STEP 1 DEVELOP THE CANDIDATE PROFILE

Our understanding of the City of Dubuque's needs will be key to a successful search. Adele Fresé will meet virtually with the City Council and key stakeholders to learn as much as possible about the ideal candidate for the City Manager position. Key stakeholders often include:

- Council/Board Members - up to five virtual one-on-one meetings with the Recruiter
- Internal Stakeholders (e.g. Department Heads) - up to two virtual group meetings with the Recruiter
- External Stakeholders (e.g. Chamber of Commerce, Community Groups) - one virtual one-on-one or group meeting with the Recruiter

Internal and External Stakeholders

We find that many of our clients value a recruitment process that opens the opportunity for employees, community members, business leaders, and organization representatives to provide input regarding the ideal candidate. Our recruiters are skilled in virtually facilitating group staff meetings, forums for the business community, and/or town hall meetings that provide for equitable involvement from a variety of constituencies.

If the City of Dubuque desires, we will work with the City Council to create a customized virtual community and/or staff input process. *Please note: Virtual facilitation of stakeholder meetings is included in the professional fee. On-site Recruiter facilitation is available for an additional fee - please refer to "Costs and Guarantee" on page 7 for pricing information.*

Online Stakeholder Surveys

Sometimes clients are seeking input from a wider range of stakeholders—such as community members, business leaders, and organization representatives—online surveys are ideal to solicit input regarding qualities of the ideal candidate. Our experienced recruiters excel at crafting targeted, thoughtful, open-ended questions and can design a customized survey, providing a link for easy sharing on your website. After closing, your dedicated Recruitment Coordinator will send you the survey

response data for your review and analysis. This proposal includes one Online Survey. Additional Online Surveys are available under Optional Services (please refer to page 8).

We want to become familiar with the values and culture of the organization, as well as to understand the current and future issues, challenges, and opportunities in the City of Dubuque.

Ms. Fresé will review and help define the City's wish-list regarding the ideal candidate's personality, management style, knowledge, skills, and abilities and will work with the City to identify expectations regarding education and experience. The City Council and Ms. Fresé will discuss compensation, benefits, and other key information necessary to ensure that outstanding candidates are attracted to this opportunity. The profile we develop together at this stage will drive subsequent recruitment efforts.

STEP 2 DESIGN/DISTRIBUTE BROCHURE AND ADVERTISEMENTS

Ms. Fresé and your dedicated Recruitment Coordinator will use the candidate profile developed with the City of Dubuque to create a professional recruitment brochure, with the assistance of our professional graphic designer. The four-page, full-color brochure will describe the community, organization, position, ideal candidate, and compensation and will include pictures provided by the City of Dubuque that you feel best represent your organization and your community.

Upon your approval, Ms. Fresé will send the brochure by email (and postal mail if desired) to a targeted audience, personally inviting potential candidates to apply for the City Manager position. We will also place the recruitment brochure on our [website](#), which attracts over 11,000 unique hits weekly and is a trusted resource for candidates seeking executive and professional positions. Two sample brochures are included in this proposal package for your reference.

Ms. Fresé will also design an effective advertising campaign appropriate for the City Manager recruitment. Our broadest outreach comes through our active social media involvement on LinkedIn as well as our monthly newsletter where upcoming and current positions are featured. Sources such as *Western City Magazine*, PublicCEO, and the Careers in Government website will be used to reach an extensive local government audience, while position-specific postings will be chosen to attract candidates who have built their careers in and are committed to the City Manager field.

Suggested City Manager-specific advertising sources for the City of Dubuque's search include but are not limited to:

- Iowa League of Cities
- International City/County Management Association



League of Women in Government

Bob Murray & Associates does not typically place ads with job aggregators or general job posting sites such as CareerBuilder, Monster, or Indeed, as we have found that the broad reach of these sites does not necessarily lead to quality candidates for executive and professional positions.

Reaching Diverse Candidates

Bob Murray & Associates, a woman- and minority-owned business, is **proud of its commitment to attracting and placing diverse candidates**. Nearly 50% of our last 100 placements were women; Hispanic placements 25%; African American placements 13%; Asian placements 21%; and Native American placements at 1%. Not only do we place advertisements with websites designed to attract minority and female candidates, but our President, Valerie Phillips, is a member herself of many diversity-focused organizations including the Local Government Hispanic Network, the League of Women in Government, the Professional Women's Network, Mexican Professionals, and Women Leading Government. She networks frequently with fellow members to gain insight into which potential candidates are leaders in their field.

Ms. Fresé will seek to reach candidates in communities and organizations with demographic profiles and populations served like that of the City of Dubuque, to maximize the potential for individuals from a wide variety of backgrounds, cultures, and life experiences to be considered for the City Manager position.

STEP 3 RECRUIT CANDIDATES

The strongest candidates are often those who are successful and content in their current positions and need to be sold on a new opportunity. Our extensive network of contacts, developed through **over 2,100 successful placements**, is a primary source for identifying and obtaining referrals for these candidates. Our in-house database of 40,000 current and former executive and professional candidates is a valuable resource that can only be built over time—time that we have invested into perfecting our process for finding the right candidates for our clients. Our aggressive outreach efforts are focused on phone calls to personally invite potential applicants, answer questions, and allay any reservations, and these efforts are essential to the success of the City Manager recruitment.

STEP 4 SCREEN CANDIDATES

Following the closing date for the recruitment, Ms. Fresé will screen all resumes we have received, using the criteria established in the candidate profile as a basis upon which to narrow the field of candidates. Internal candidates receive sensitive consideration, and

Ms. Fresé will discuss with the City Council how the City of Dubuque wishes to proceed with these candidates.

STEP 5 CONDUCT PRELIMINARY INTERVIEWS

Ms. Fresé will personally interview the top 10 to 15 candidates from the resume screening, with the goal of determining which candidates have the greatest potential to succeed in your organization. To reduce travel-related expenses to our clients and increase efficiency in the search process, these interviews are typically conducted via Zoom, Teams, or other convenient videoconferencing applications.

STEP 6 SEARCH PUBLIC RECORDS

Under the direction of Ms. Fresé, your dedicated Recruitment Coordinator will conduct a review of published print and online articles for each recommended candidate. Sources include Lexis-Nexis™, Google, social media, and our contacts in the field. This will alert Ms. Fresé to any further detailed inquiries we may need to make before our recommendations are finalized.

STEP 7 MAKE RECOMMENDATIONS

Based on our findings during the preliminary interview process, Ms. Fresé will meet with the City Council virtually or on site to share the complete applicant list and recommend a limited number of candidates for your further consideration. Ms. Fresé will make specific recommendations and will help facilitate discussions regarding the candidate pool, but the final determination of interviewees will be up to you.

We typically recommend 6-8 candidates that we feel best match your expectations and prepare a detailed report on each candidate. This virtual "Recommended Finalist" eBook is provided to each member of the decision-making body and includes:

- Candidate list with Recommended Finalists identified in *Group 1* and *Group 2* (primary and secondary recommendations), as well as *Internal* candidates
- Summary of experience and education for each Recommended Finalist candidate
- Complete cover letter and resume for each Recommended Finalist candidate
- List of *Other Applicants* (those who did not meet minimum qualifications or were otherwise unsuitable, based on our screening process)

Bob Murray & Associates maintains all search records for a period of seven (7) years following each recruitment, and we are happy to forward cover letters and resumes for each applicant by postal mail or email as soon as the recruitment closes to new applications.

STEP 8 FACILITATE PANEL INTERVIEWS

Our years of experience will be invaluable as we help you develop an interview process that objectively assesses the qualifications of each candidate. We will work with the City of Dubuque to craft and implement an interview approach that fits your needs. This may include panel and/or individual interviews by the City Council; key stakeholders, community/employee interview panels; writing and presentation samples; meet-and-greets; or other specialized process elements Ms. Fresé helps the City of Dubuque to design.

Ms. Fresé will be present on-site during the panel interviews to facilitate as necessary during the process and to guide discussion to consensus regarding final candidates. Bound interview books will be provided for each interview panel member containing:

- Recruitment brochure with candidate profile
- Interview schedule
- Suggested interview questions
- Experience summary, cover letter, resume, and rating form for each candidate
- Ranking forms for use during the panel interview process

We will work closely with your staff to coordinate and schedule interviews. Our goal is to ensure that each candidate has a positive experience, as the way the entire process is conducted will influence the final candidates' perception of your organization.

STEP 9 CONDUCT BACKGROUND AND REFERENCE CHECKS

Ms. Fresé and your Recruitment Coordinator will conduct detailed reference checks for up to two (2) final candidates. To gain an accurate and honest appraisal of the candidates' strengths and weaknesses, we will talk candidly with people who have direct knowledge of their work and management style. In addition to gaining a 360-degree view of candidates from the perspective of their supervisors, subordinates and peers for the past several years, we will make a point of speaking confidentially to individuals who may have further insight into a candidate's abilities but who may not be on their preferred list of contacts.

Your Recruitment Coordinator will work with the two (2) final candidates and our professional backgrounding firm, HireRight, to conduct credit, civil litigation, and motor vehicle record checks and verify candidates' degrees.

STEP 10 ASSIST IN NEGOTIATIONS

We recognize the critical importance of successful negotiations and can serve as your representative during this process. Ms. Fresé knows what other organizations have

done to put deals together with great candidates and what the current market is like for City Manager positions in organizations like the City of Dubuque's. She will be available to advise you regarding current approaches to difficult issues, such as housing and relocation. We will represent your interests and advise the chosen candidate and you regarding salary, benefits, and employment agreements, with the goal of putting together a deal that results in the appointment of your chosen candidate. With our proven experience and vested interest in a positive outcome, we can turn a very difficult aspect of the recruitment into one that is straightforward and agreeable for all parties involved.

COMPLETE ADMINISTRATIVE ASSISTANCE

We receive many unsolicited testimonials each year from clients and candidates alike noting our prompt, considerate, accurate, and professional service during the search process. Throughout the recruitment, in time intervals that suit the City of Dubuque, we will provide you with updates on the status of the search and attend to all administrative details on your behalf.

Candidates receive immediate acknowledgement of their applications, as well as personal phone calls and/or emails (as appropriate) advising them of their status at each critical point in the recruitment. Candidates who receive preliminary or final interviews and are not chosen to move forward in the interview process will receive personal calls from Ms. Fresé on behalf of the City of Dubuque.

It is our internal company standard that all inquiries from clients and candidates receive a response within the same business day whenever possible, and certainly within 24 hours if the inquiry is received during the work week. Ms. Fresé will be available to the City of Dubuque by office phone, cell phone, and email at any time to ensure a smooth and stress-free recruitment process.

COSTS AND GUARANTEE

PROFESSIONAL FEE AND EXPENSES

The **all-inclusive professional services fee** for conducting the City Manager recruitment on behalf of the City of Dubuque is **\$34,900**. Services provided for in this fee consist of all steps outlined in this proposal, including design and distribution of the recruitment brochure, advertising, marketing and promotion, administrative support, public records research, comprehensive background reporting on the final candidates, postage, technology, and two days of on-site meetings. This proposal is valid for 60 days from the date of the proposal.

*Optional Services are listed below and are in addition to the professional services fee. Expense reimbursement for **Consultant travel** related to additional on-site meeting days is billed at the actual rate (airfare/mileage, lodging) and is the responsibility of the City of Dubuque.*

The professional fee does not limit the amount of time invested by Bob Murray & Associates in promoting a successful outcome for this project. In fact, our mission for this project is to ensure we assist in identifying the right candidate for the City of Dubuque. Therefore, Ms. Fresé will contact the City at the first anniversary of the placement to confirm an effective transition has occurred.

Optional Services

- ✦ **Additional virtual stakeholder meetings:** \$250/meeting
- ✦ **Additional on-site meeting days:** \$1,500/day/Consultant, plus travel expenses
- ✦ **Online Surveys:** \$500/each (includes preparing recommended questions, preparing and sharing the survey link, closing the survey, and sending the survey response data for your review and analysis)
- ✦ **Additional background checks:** \$300/candidate
- ✦ **Additional reference checks:** \$500/candidate
- ✦ **Additional hires:** \$9,000/candidate

GUARANTEE

In the event a candidate recommended by our firm resigns or is terminated within the first 12 months of employment, Bob Murray & Associates will provide the City of Dubuque with professional services to secure a replacement. Services will be provided at no cost, aside from the following *reimbursable* expenses incurred on the City of Dubuque's behalf during the new search:

- ✦ Brochure design and distribution (\$695 reprint only, \$1,275 edit/reflow/reprint) *(if needed)*
- ✦ Advertising actual costs (estimated at \$2,975)
- ✦ Public records search for all new candidates (\$500)
- ✦ Background Checks (\$300/candidate)
- ✦ Reference Checks (\$500/candidate)
- ✦ Consultant travel reimbursement (if travel is needed)
- ✦ *Plus any applicable Optional Services, if desired*

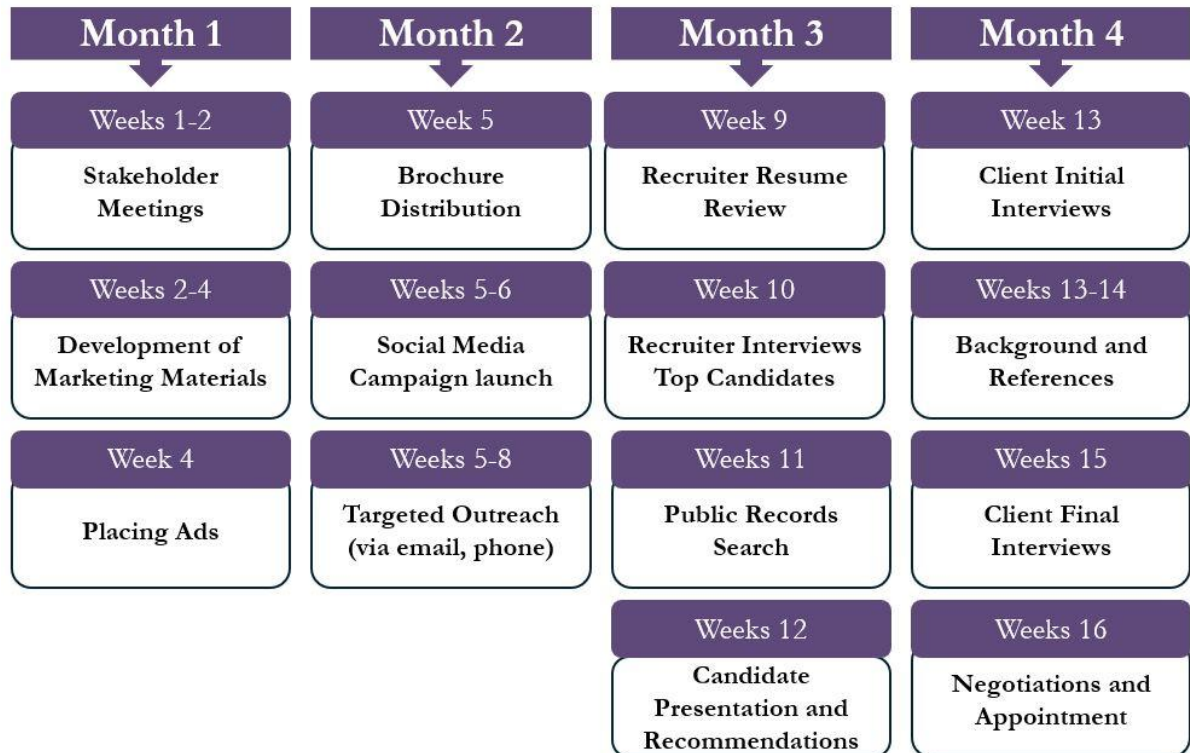
In the event that a placement is not made from the initial recruitment, Bob Murray & Associates will provide professional services to conduct one additional recruitment. Services will be provided at no cost. However, the City of Dubuque will be responsible for the *reimbursable* expenses as noted above.

We are confident in our ability to recruit outstanding candidates and do not expect the City to find it necessary to exercise this provision of our proposal.

RECRUITMENT SCHEDULE

We are prepared to start work on this assignment upon receipt of a signed professional services agreement or other written, authorized notification. A full search can be completed in 13-16 weeks from the date of initial meetings with our client.

The final recruitment schedule will be determined in collaboration with City of Dubuque. A typical timeline of tasks and events is included here for reference.



FIRM PROFILE

OUR STAFF

Bob Murray & Associates is a small firm focusing exclusively on executive search services. We have a team of sixteen (16):

- Valerie Gaeta Phillips, *President and Owner*
- Gary Phillips, *Executive Vice President*
- Yasmin Beers, *Vice President & Senior Executive Recruiter*
- Adele Fresé, *Senior Executive Recruiter*
- Stacy Stevenson, *Senior Executive Recruiter*
- Jon Lewis, *Senior Executive Recruiter*
- Jeff Mori, *Executive Recruiter*
- Michael Ishii, *Executive Recruiter*
- Ian Schmutzler, *Executive Recruiter*
- Troy Brown, *Executive Recruiter, Career Coach*
- Stephanie Dietz, *Career Coach*
- Melanie Richardson, *Career Coach*
- Kathy Lolas, *Executive Recruitment Coordinator and Operations Manager*
- Grace Owens, *Senior Recruitment Coordinator*
- Steph Souza, *Recruitment Coordinator*
- Alexandria Huesca, *Recruitment Support*

Please see your lead recruiter's biography below:

ADELE FRESÉ, SENIOR EXECUTIVE RECRUITER



Adele Fresé brings 27 years of local government experience to Bob Murray & Associates, having retired as Chief of Police in Salinas, CA prior to joining the firm in 2021. Adele began her public service career in 1985 as an active-duty member of the United States Marine Corps before serving the City of Corpus Christi for 20 years.

Adele has extensive experience in hiring and promotional processes, as well as interviewing candidates for advancement in all aspects of local government.

During her 7 years as Chief of Police, Adele exercised strong leadership and implemented monumental changes leading to the diversification of her agency's sworn staff. Adele's commitment to collaboration with the public and law enforcement agencies earned her the Partner of the Year Award from Homeland Security Investigations, and her Department the Community Policing Award from the Community Policing Institute of California.

Adele received her Bachelor of Science degree in Criminal Justice Administration from California State University at Hayward, and a minor degree in Sociology. She earned a Master of Science in Public Safety, completed the Senior Executives in State and Local Government program at the Harvard Kennedy School, and PERF's Senior Management Institute for Police. She is a Texas Certified Public Manager.

CORPORATION

Bob Murray & Associates was founded in May 2000 and operated under the corporation name MBN Services, Inc. until June 2014; our new corporation name is GVP Ventures, Inc., incorporated in California in 2014. Contact information for the corporation and the firm is as follows:

GVP Ventures, Inc. OR Bob Murray & Associates
1544 Eureka Road, Ste. 180
Roseville, CA 95661
(916) 784-9080
apply@bobmurrayassoc.com

Our corporation and firm are financially sound (and have been so since 2000), with documentation from our accountant available to your organization prior to final execution of a professional service agreement. We have never been involved in any litigation, aside from our personnel serving as expert witnesses when called to do so.

PROFESSIONAL ASSOCIATIONS

Our firm, represented by either our President or our Executive Vice President, are involved in the following organizations to remain engaged with current and future issues relevant to the work we conduct on behalf of clients like City of Dubuque:

- California Special Districts Association
- California City Management Foundation (CCMF)
- Engaging Local Government Leaders (ELGL)
- International City/County Management Association (ICMA)
- International Network of Asian Public Administrators (I-NAPA)
- League of California Cities
- League of Women in Government
- Municipal Management Association of Northern California (MMANC)
- Municipal Management Association of Southern California (MMASC)
- National Forum for Black Public Administrators (NFBPA)

Members of our leadership team not only attend events sponsored by these associations but are also frequently called upon to serve as panel members and to provide specialized lectures regarding industry-specific issues. Recent and upcoming speaking engagements and trainings provided by our staff include:

- "Role of the Chief" class, annually presented by Jon Lewis on behalf of the California Police Chiefs Association;
- MMANC and MMASC annual mock interviews;
- Annual League of California Cities Booth; and
- Annual League of California Cities City Manager's Conference (City Manager hosted event).

REFERENCES

Clients and candidates are the best testament to our ability to conduct quality searches. Clients for whom Bob Murray & Associates has recently conducted similar searches are listed below:

CLIENT: City of Louisville, CO
POSITION: City Manager
REFERENCE: Mayor Chris Leh
(303) 668-3916

CLIENT: City of Reno, NV
POSITION: City Manager
REFERENCE: Mayor Hillary Schieve
(775) 378-5589

CLIENT: City of Monterey, CA
POSITION: City Manager
REFERENCE: Mayor Tyller Williamson
(831) 760-5173

CLIENT: Dallas County, TX
POSITION: Assistant County Administrator
REFERENCE: Mr. Darryl Martin, County Administrative Officer
(214) 653-7327
Ms. Shirley Johnson, Human Resources Director
(214) 653-7606,

We appreciate the City of Dubuque's consideration of our proposal and look forward to working with you.





COLORADO • SINCE 1878

City Manager



**BOB MURRAY
& ASSOCIATES**
EXPERTS IN EXECUTIVE SEARCH

THE COMMUNITY

Established in 1878, the City of Louisville has history rooted in coal mining and agriculture. Through the years, the City has grown into a vibrant, thriving, and innovative community of 21,000 residents with a high standard of living. Nestled along Colorado's Front Range, Louisville is located in Boulder County, just nine miles east of Boulder and 22 miles northeast of Denver. The City offers abundant recreational opportunities with approximately 1,900 acres of open space, 28 parks, and more than 32 miles of interconnecting trails for biking and walking. Louisville residents also have convenient access to arts and cultural amenities, excellent dining and shopping destinations, and the state's third highest ranked school district (one public high school, two public middle schools, and three public elementary schools). The Rocky Mountains are less than a half-hour away.

Louisville's authentic Main Street contributes to the charming character and hosts outdoor dining, craft breweries, galleries, boutiques, a state-of-the-art library, and much more. World class medical care includes the AdventHealth Avista Hospital and several other hospitals in Boulder, Lafayette, and Denver as well as the University of Colorado's Anschutz medical campus in Aurora. A robust transit system, the Regional Transportation District (RTD), connects the City to the region. Louisville is less than 45 minutes from Denver International Airport. The City's proximity to the University of Colorado, Front Range Community College, and the Colorado School of Mines, as well as several national laboratories including NOAA, NIST, and NCAR, and neighboring aerospace, quantum computing, and biotech companies has helped foster a robust high-tech business and manufacturing presence in Louisville's Colorado Tech Center, a master-planned business park.

In the City's 2024 Community Survey, 93% of survey respondents rated Louisville as a place to live as excellent or good, and 92% rated its quality of life as excellent or good. Residents continue to rate their community higher than other residents across the country.

THE CITY

The City of Louisville is a home rule municipality operating under the council-manager form of government. The seven-member City Council consists of the Mayor, who is elected at large,



and six Councilmembers who are elected from three wards, all of whom are elected on a non-partisan basis. The Mayor and Councilmembers serve four-year terms and are limited to two consecutive terms. Ward representative elections are staggered, and occur in odd-numbered years. The City Council sets policy, enacts ordinances, adopts the biennial budget, and hires the City Manager, who oversees day-to-day operations. The City Council also appoints the City Attorney, municipal judge, prosecuting attorney, and water attorney.

The City designed its structure and operations to ensure an open and responsive government that integrates a highly dedicated staff, thoughtful elected officials, an engaged and active citizenry, diverse businesses, and regional cooperation to provide high-quality and cost-effective services. Louisville provides a wide range of services to residents and businesses including water and sewer; police protection; planning, zoning, and building safety; street and road maintenance; parks, open space; a recreation and senior center; a library; a historical museum, and a golf course. The City employs 217 full-time employees and has a 2024 Operating and Capital Budget of \$95.3M. Council priorities for 2025 include economic vitality, core services, safety, and affordable housing; with a commitment to equity, diversity, and inclusion as well as environmental sustainability throughout all. To learn more about the City, please visit:

<https://www.louisvilleco.gov/home>



THE POSITION

The City Manager serves as the chief administrative and executive officer, implementing Council policies, providing organizational leadership, and managing the delivery of City services, programs, initiatives, and day-to-day business operations. Duties include working with elected officials to develop sound approaches to community challenges by bringing together resources to produce results that matter; helping the governing body develop a long-term vision for the community that provides a framework for policy development and goal-setting; bringing a community-wide perspective that considers past and future challenges to policy discussions; encouraging inclusion and building consensus among diverse interests (including those of the elected officials, the business community, and citizens) by focusing on the needs of the entire community; and developing and sustaining organizational excellence while promoting innovation.

Additional responsibilities include but are not limited to:

- Establishing and nurturing positive working relationships with community members, City staff, other governmental and non-governmental agencies, and the City Council.
- Making decisions or recommendations and overseeing the preparation and implementation of plans for the City.
- Conferring with Department Heads regarding administrative and operational problems and strategic plans.
- Directing and participating in the preparation and administration of the budget
- Performing all duties as prescribed by City Council.

THE IDEAL CANDIDATE

The City is seeking a seasoned, empathetic, collaborative, and strategic leader to serve as the next City Manager. The ideal candidate is trustworthy, ethical and professional, with the desire to support and empower staff. The ability to work with City Council; skill in decision making and prioritization; an understanding of process; and a commitment to Equity, Diversity, and Inclusion are required. A politically astute, proactive



candidate will do well in this role. Candidates should possess a strong knowledge of principles and practices of municipal budget and finance; economic development practices; and intergovernmental relations.

The ideal candidate is a highly effective communicator who is comfortable interacting with all audiences, including elected officials, businesses, nonprofits, other governmental entities, and an informed and highly engaged community. The City Manager must listen actively; collaborate on technical, economic, and political aspects of complex issues; and clearly articulate options and recommendations for consideration. The incoming City Manager should be an approachable leader who uses creativity to build and maintain partnerships. A strategic thinker with the ability to inspire and motivate others is desired.



Qualified candidates typically possess a Bachelor's Degree in public administration, finance, business administration, or a closely related field from an accredited college or university, and a minimum of five (5) years of related experience in a similar or larger organization. A Master's Degree and city management credentials, such as the International City Management Association Credentialed Manager or similar designation is highly desirable. The City Charter requires residency within the City in a time period set by the City Council.

COMPENSATION

The annual salary range for the City Manager is \$232,459.22 to \$330,186.98. Placement within this range is dependent on experience and qualifications. The City also offers an excellent benefits package including:

Retirement – MissionSquare Retirement 401(a); mandatory contribution of 5%, City contributes 6.5%.

Deferred Compensation Plan

Roth IRA Plan – MissionSquare

Medical Insurance – through Kaiser Permanente; Deductible HMO Plan or High Deductible Health Plan

Dental – Delta Dental PPO & Premier Plan

Vision Care – VSP

Flexible Spending Accounts, Health Savings Account, and Lifestyle Spending Account

Life and AD&D Insurance

Disability Insurance

Employee Assistance Program

Legal and ID Assistance

Holidays – 12 holidays per year, including the day after Thanksgiving and Christmas Eve

Sick Leave

Vacation Leave – annual accrual in the first three years of 240.12 hours, maximum accrual of 360.18 hours.

Other Benefits – Tuition Assistance Program, Recreation Center Membership

*The City does participate in withholding Social Security.

TO APPLY

If you are interested in this outstanding opportunity, please apply online at:

www.bobmurrayassoc.com

**Filing Deadline:
December 1, 2024**

Following the closing date, resumes will be screened according to the qualifications outlined above. The most qualified candidates will be invited to personal interviews with Bob Murray & Associates. A select group of candidates will be asked to provide references once it is anticipated that they may be recommended as finalists. References will be contacted only following candidate approval. Finalist interviews will be held with the City of Louisville. Candidates will be advised of the status of the recruitment following selection of the City Manager.

If you have any questions, please do not hesitate to call Ms. Valerie Phillips at:

(916) 784-9080





C I T Y O F
RENO
CITY MANAGER



BOB MURRAY & ASSOCIATES
Experts In Executive Search

THE COMMUNITY

The City of Reno, with a growing population of over 279,000, is the largest city in Northern Nevada and the fourth largest city in the state. Located in Washoe County, Reno is the center of commerce and culture in Northern Nevada and is the well-known gateway to entertainment and outdoor recreation for all ages. The metropolitan area is nestled on the eastern slope of the Sierra Nevada Mountains at an elevation of 4,500 feet. Reno's location provides an appealing climate year-round characterized by sunshine more than 80% of the year. The surrounding area provides unlimited outdoor recreational activities. Within a fifty-mile radius lies spectacular Lake Tahoe and the largest concentration of ski areas and ski facilities in the world. Biking, camping, hunting, fishing, and mountain climbing are all available within a thirty-minute drive.

Reno's appeal is not limited to its abundance of recreational activities and entertainment. The highly rated educational system includes the University of Nevada, Reno, an R1 Carnegie Research University recognized for their top-tier academic programs and extensive research activities, provides a positive ambiance to the community's culture and diversity. Reno hosts many conferences and special events throughout the year, including "Artown" (the largest single cultural event in America), the Reno Balloon Races, and the Reno Rodeo, among others. The City has invested a significant amount of funding in the downtown area to modernize and beautify the infrastructure and facilities. The region is strategically located among major transportation links and boasts a diverse economy built on the gaming, outdoor recreation, retail sales, technology, tourism, transportation, and warehousing industries.

A strong public education system, emerging world-renowned arts scene, a growing economy, and the enviable position of no corporate or personal income tax, add to the attractiveness and appeal of the community. For more information about Reno's economy, please visit:

<https://www.reno.gov/business/reno-s-economy>

THE CITY OF RENO

Mission

Creating a community that people are proud to call home.

Vision

We are a thriving urban center known for our world-class colleges, vibrant culture, diverse outdoor activities, and innovative industries.

The City of Reno was recently voted as one of northern Nevada's **Best Places to Work** and identified as Nevada's first **Best Place for Working Parents!** The City is proud of its positive work culture and is committed to sustaining an environment of efficiency,



productivity, and inclusivity. The City of Reno functions under a council-manager form of government with the mayor as chief elected official and formal representative of the City. City Council members are elected to staggered, four-year terms. In 2024, the City transitions from five to six wards. The sixth ward will replace the at-large councilmember position following the 2024 general election. The City Manager is selected by the Council and is the administrative head of the City's various departments.

Reno is a full-service city with a total budget of just over \$982 million and approximately 1,880 employees. The City has ten bargaining units and three non-represented groups. Nevada is a low-tax, competitive state that is home to several large industries such as mining, gaming, and tourism. The City's Strategic Plan has six overarching goals:

1. Fiscal Sustainability
2. Public Safety
3. Economic Opportunity, Homelessness, and Affordable Housing
4. Economic and Community Development
5. Infrastructure, Climate Change and Environmental Sustainability
6. Arts, Parks and Historical Resources.

To learn more about the City's strategic plan and priorities, visit:

<https://www.reno.gov/government/city-council/vision-mission-and-priorities>

THE POSITION

Come join the **"We Make Reno Lovable"** movement as the new City Manager!

The duties of the City Manager are to plan, direct, manage, and oversee the activities and operations of the City including community development, finance, fire, human resources, maintenance and engineering, parks and recreation, police and redevelopment programs; to represent the City to all departments and outside agencies and organizations; and to provide highly responsible and complex administrative support to



the City Council. Responsibilities include:

- Direct the development and implementation of the City's goals, objectives, policies and priorities.
- Establish, within City policy, appropriate service and staffing levels; monitor and evaluate the efficiency and effectiveness of service delivery methods and procedures; allocate resources accordingly.
- Plan, direct and coordinate, through management staff, the work plan for the City; assign projects and programmatic areas of responsibility; review and evaluate work methods and procedures; meet with management staff to identify and resolve problems.
- Assess and monitor workload, administrative support systems and internal reporting relationships; identify opportunities for improvement.
- Advise the Mayor and City Council of various City problems including, but not limited to, community relations and municipal finance matters; meet with community leaders to discuss and resolve problems.
- Oversee the development and administration of the City budget; approve the forecast of funds needed for staffing, equipment, materials and supplies; approve expenditures and implement budgetary adjustments as appropriate and necessary.
- Explain, justify and defend City programs, policies and activities; negotiate and resolve sensitive and controversial issues.
- Represent the City to all departments and outside agencies; coordinate City activities with those of other cities, counties and outside agencies and organizations.
- Provide staff assistance to the City Council; prepare and present staff reports and other necessary correspondence; provide staff support to assigned boards and commissions.
- Attend and participate in professional group meetings; stay abreast of new trends and innovations in the field of public administration and management.
- Respond to and resolve difficult and sensitive citizen inquiries and complaints, media inquiries, City Council concerns, issues and community needs.

The City Manager also plays a leading role in fostering healthy employee relations, including with the collective bargaining process and social justice initiatives.

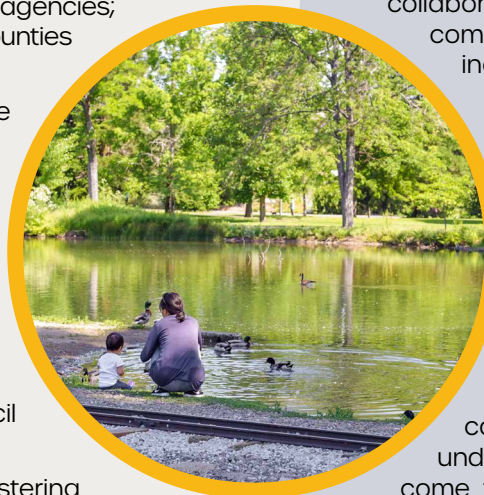
THE IDEAL CANDIDATE

The City is seeking a forward-facing, visionary to serve as its next City Manager. The ideal candidate is diplomatic and has a track record of building trust among staff and the community. An honest, creative, and enthusiastic



team player with high emotional intelligence is desired. The successful candidate must be humble, accessible, and responsive, with a solution-oriented mindset and exceptional political acumen. The incoming City Manager must also have the ability to demonstrate positivity and energy; model integrity, professionalism, and leadership; and listen for opportunities, anticipate issues, and proactively problem-solve. The ideal candidate is:

- A strong, proven, and supportive individual with experience leading larger city governments.
- An individual who is approachable, ethical, and trustworthy; and will bring a fresh perspective to the City.
- A strong communicator with the ability to listen to different viewpoints, make sound decisions; convey the resulting rationale, and instill public trust.
- An individual who is supportive of staff; and has the ability to create open lines of communication that allows for the flow of information to and from the City Council.
- An individual who is able to build trust and relationships with Department Heads, City Council, and the community; and foster collaborative relationships with community stakeholders, including working with state partners.
- A leader who is passionate about the unique character of Reno and understands downtown revitalization.
- One who has experience working with and engaging the constituent and business communities and who understands the benefits that come from tourism, innovation, and a thriving downtown.
- An individual that will make a commitment to the City for a period of time and can work towards accomplishing multiple goals and making significant infrastructure improvements, while maintaining fiscal sustainability.



The successful candidate must have the ability to develop and mentor managers, facilitate and sustain positive employee and labor relations, and build and maintain effective working relationships. Knowledge of intergovernmental relations and complex public policy issues is essential. The incoming City Manager must also have the ability to communicate effectively, both orally and in writing, and must have the outstanding organizational skills required to prioritize and plan work.

COMPENSATION AND BENEFITS

The salary for the incoming City Manager is negotiable and dependent upon experience and qualifications. The City of Reno also offers an exceptional **benefits** package including:

Health and Welfare Coverage to Fit your Lifestyle

- Eligible the first of the month following or coinciding with the date of hire
- Medical, Dental, Vision, Life (2x your annual salary), AD&D and LTD 100% subsidized for you and your dependents
- Excellent, low deductible, PPO plan with the largest national network in the country
- High Deductible plan with HSA with generous City contribution

Voluntary Benefits to Fill your Wellness Toolbox

- Free access for you and your dependents at any of the City recreation facilities
- Consumer accounts-Flexible Spending Accounts and Health Savings Account
- Credit Union Membership
- Aflac-Supplemental Insurance
- Additional Life Insurance for You and Your Family
- BARInet-Bariatric Solutions to Address Obesity
- Included Health-Expert Second Opinions, Treatment Decision Support and Concierge Physician Matching
- GuidanceResources-EAP, Legal Services, and Financial Advisement
- Working Advantage Discount Program
- Car Allowance
- Executive Wellness Benefit

Retirement Plan

- City paid PERS contribution
- Deferred Compensation with a City match of 5% of your annual base salary

Other Benefits

- Retirement Health Savings Account opportunity
- Generous vacation, sick and floating holiday leave
- 12 Holidays per year

Be a part of something amazing and find purpose in building a community that people are proud to call home.

TO APPLY

If you are interested in this outstanding opportunity, please apply online at:

www.bobmurrayassoc.com

**Filing Deadline:
November 3, 2024**

Following the closing date, resumes will be screened according to the qualifications outlined above. The most qualified candidates will be invited to personal interviews with Bob Murray & Associates. A select group of candidates will be asked to provide references once it is anticipated that they may be recommended as finalists. References will be contacted only following candidate approval. Finalist interviews will be held with the City of Reno. Candidates will be advised of the status of the recruitment following selection of the City Manager. If you have any questions, please do not hesitate to call Mr. Gary Phillips at:

(916) 784-9080

The City of Reno is an equal opportunity employer and values diversity at all levels of its workforce.





Eagle
Consolidated, Inc.



2026 EXECUTIVE SEARCH PROPOSAL



EAGLE CONSOLIDATED, INC.

CITY OF DUBUQUE, IOWA
CITY MANAGER



DATE :
8 August 2026

PROPOSED BY :
Eagle Consolidated, Inc.
dba BOLD15



678-548-6913
www.BOLD15.com
Damian@BOLD15.com

PROPOSAL FOR CITY MANAGER RECRUITMENT SERVICES

RFP Publication Date: July 1, 2026

Submission Date: August 9, 2026

Prepared For: City of Dubuque, Iowa

Human Resources Department

Attn: Kristen Dietz, Talent Acquisition Manager

50 W 13th Street, Dubuque, IA 52001

Prepared By: BOLD15 Executive Search & Consulting

[2929 Old Post Rd. Wiston, GA 30187 / 678.548.6913 / damian@BOLD15.com -
BOLD15.com]

Date: August 9, 2026

To: Kristen Dietz, Talent Acquisition Manager, City of Dubuque

Dear Ms. Dietz and Members of the Selection Committee,

BOLD15 Executive Search (“BOLD15”) is pleased to submit our proposal to provide full-service, end-to-end recruitment consulting services for the position of City Manager for the City of Dubuque.

We thoroughly understand the scope and significance of this search. As the City prepares for the retirement of its long-serving City Manager in June 2027, Dubuque requires a forward-thinking, values-aligned leader capable of advancing the *Dubuque 2040 Vision*, executing the *2025–2027 Policy Agenda*, and maintaining operational excellence across a full-service municipal organization of over 600 employees.

Our Commitments:

- **Proven Municipal Expertise:** Over 15 years of executive search experience specifically tailored to Council-Manager forms of government across the Midwest.
- **No Subcontractors:** All work outlined in this proposal will be performed directly by BOLD15’s senior project team.
- **Agreement Confirmation:** We have reviewed the RFP instructions and the City's standard terms and conditions (Exhibit B) and agree to comply without exception.

This proposal remains valid for 90 days from the submission deadline. We look forward to partnering with the City Council and the Dubuque community.

Sincerely,

Damian L. Garner

Vice President

BOLD15

Damian@BOLD15.com | 678.54.6913

1. SITUATIONAL UNDERSTANDING & WHY THIS ROLE IS CRUCIAL NOW

Situational Understanding: The Dubuque Landscape

The City of Dubuque is at a major strategic intersection. Operating under Iowa Code Chapter 372 as a Council-Manager form of government, Dubuque is not a static municipal organization—it is a high-performing, full-service enterprise spanning nearly **30 departments and divisions** with **over 600 full-time employees**.

To lead Dubuque effectively, the next City Manager cannot simply maintain status quo operations; they must navigate a complex landscape defined by three distinct forces:

A. Operational & Organizational Scale

- **Full-Service Complexity:** Overseeing public safety, utility infrastructure, housing, economic development, public transit, engineering, and environmental management requires an executive skilled in multi-departmental coordination and cross-functional leadership.
- **Fiscal Soundness & Data-Informed Management:** Dubuque has built a national reputation as a progressive, financially sound municipal government that utilizes evidence-based decision-making and data-informed performance tracking to ensure strong value for taxpayer dollars.

B. Strategic Direction & Long-Term Vision

- **Dubuque 2040 & Imagine Dubuque 2037:** The incoming manager must uphold the community's shared vision of being a *"sustainable and resilient city, an inclusive and equitable community where ALL are welcome."* Implementation requires executing the collective impact model established through thousands of resident and stakeholder contributions.
- **City Council Goals for 2030:** Active management across seven foundational goals, including *Healthy and Safe Community, Livable Neighborhoods, Connected Community, and a Robust Local Economy*.

C. High-Stakes Capital & Policy Agenda (2025–2027)

The incoming City Manager will inherit an ambitious, active portfolio of major infrastructure and policy commitments that require immediate administrative leadership:

- **Infrastructure Investment:** Major civil projects including the Catfish Creek Sanitary Sewer, Cedar Street Lift Station, Chaplain Schmitt Island upgrades, and Consent Decree compliance.
- **Public Safety & Community Infrastructure:** Comprehensive Fire Station location/facility studies, Fire/Police staffing enhancements, and Dubuque Law Enforcement Center expansions.
- **Economic Development & Revitalization:** Commercial air service expansion strategies, the Downtown Master Plan update, Central Avenue corridor revitalizations, and Sports Complex development.

Why This Role Is Crucial Right Now

The appointment of Dubuque’s next City Manager comes at a critical juncture for several key reasons:

THE CRITICAL LEADERSHIP JUNCTURE		
Planned Succession Runway (June 2027 Retirement) Seamless transition window	Major Strategic Capital & Infrastructure Push Multi-million dollar projects	Inclusion & Community Equity Mandate

A. Executive Continuity & Leadership Transition

With the anticipated retirement of the current City Manager in **June 2027**, the City Council has wisely established a proactive, deliberate timeline starting in mid-2026. This extended window ensures that candidate selection (April 2027) occurs with sufficient lead time for a seamless transition, preventing leadership vacuums or momentum loss across ongoing capital projects.

B. Execution of High-Impact Policy Priorities

The City Council's 2025–2027 Policy Agenda features transformative public works and safety investments that cannot afford administrative delays or misalignment. The next leader must possess exceptional capital budget oversight, intergovernmental negotiation experience, and contract management skills to deliver these projects on time and within budget.

C. Stewardship of Community Trust, Diversity & Belonging

Dubuque's commitment to workplace belonging, equitable service delivery, and community inclusion requires a leader who leads with empathy and authentic engagement. As Dubuque continues to grow and diversify, the City Manager must be a unifying administrative presence who works comfortably across diverse neighborhoods, business communities, and civic partner organizations.

D. Supporting an Active, Visionary City Council

In a Council-Manager structure, the City Manager serves as the vital bridge between legislative policy direction and operational execution. The City requires an executive who respects the governance boundary, provides objective data and transparent counsel to the Mayor and seven Council members, and inspires over 600 city employees to execute the Council's policy vision efficiently.

BOLD15's Commitment

BOLD15 recognizes that recruiting Dubuque's next City Manager is not a routine administrative fill—it is the selection of the municipal chief executive who will guide the community through its next decade of growth, sustainability, and resilience. Our recruitment strategy is explicitly structured to identify leaders who possess the rare combination of technical municipal expertise, strategic vision, and commitment to equity that Dubuque requires.

2. EXECUTIVE SUMMARY

BOLD15 delivers evidence-based, equity-focused executive searches designed for modern municipal governments. We do not simply post jobs; we proactively recruit passive executive talent that matches the operational complexity and community culture of your organization.

Why Partner with BOLD15?

- Combining **Fortune 500 experience** with agility to serve nonprofits and higher-education clients effectively.
- Deep commitment to **equity and equitable access**, offering enterprise-level talent services at accessible rates for small and mission-driven organizations.
- **Deep Stakeholder Engagement:** Our proprietary multi-channel engagement framework ensures all voices—City Council, municipal staff, business leaders, and diverse community stakeholders—shape the candidate profile.
- **100% Placement Success & Replacement Guarantee:** Every placement made by BOLD15 under our full-service model remains in their position past the one-year mark, backed by a comprehensive replacement guarantee.

3. FIRM PROFILE AND RELEVANT QUALIFICATIONS

About BOLD15

Founded in 2008, BOLD15 is a premier executive search and organizational consulting firm specializing in local government and public sector leadership.

Key strengths:

- Combining **Fortune 500 experience** with the experience service municipal and non-profit clients effectively.
- Deep commitment to **equity and equitable access**, offering enterprise-level talent services at accessible rates for small and mission-driven organizations.
- A proven **95% completion rate on retained search assignments**, reflecting high client satisfaction and trust.
- A cutting-edge **Online Recruiting platform**, faster, more intuitive, and cost-effective than typical job boards.

- A transformative approach to people-centered leadership with the **7-A Strategic Diversity Process**, ensuring inclusion fuels innovation and performance.
- **Commitment to Inclusion & Belonging:** Integrated, evidence-based practices designed to minimize bias, expand candidate pool diversity, and foster equity throughout the recruitment cycle.

4. Assigned Personnel

BOLD15 commits a dedicated senior project team to manage Dubuque’s recruitment from kickoff to onboarding.

Team Member	Role	Key Qualifications & Availability
Lead Partner**	Project Director	15+ years public executive search experience; 40+ City Manager placements. Lead point of contact. Availability: 25% allocated capacity.
Senior Associate**	Talent Acquisition Specialist	Expert in direct outreach, candidate assessment, and background vetting. Availability: 35% allocated capacity.
Diversity & Engagement Lead**	Community Facilitator	Specialist in stakeholder engagement, survey design, and focus group facilitation. Availability: 20% allocated capacity.

Lead Consultant Bios

Christopher Lennon – Talent Development and Recruitment

Christopher Lennon is a results-oriented Talent Acquisition & Sales Executive exuding twenty+ years of experience with 3 Fortune 500 companies, Catalina Marketing and The Marquin Consulting Group. In addition to his most recent role as Director of Talent Acquisition at the Marquin Group, Chris was a Director of Sales at both Nabisco Foods and Catalina Marketing.

Chris grew up in Chicago (yes he is a Bears, Bulls and Cubs fan) and earned a BA in Economics at nearby Northwestern University in Evanston, Illinois. He currently resides in Atlanta but has lived in 12 other cities, including New York, Nashville, Columbus, OH and Tampa. Chris is a passionate advocate for education and is the Chair of The Westlake High School Board of Directors.

Damian Garner – Sales and Operations

Damian Garner is a strong executive leader with a depth of experience leading sales organizations and cross-functional teams. Damian has 15 years of experience in leadership roles with Fortune 500 companies. Most recently serving as VP with Bank of America's Risk Operations and Retail Bank. He has outstanding experience conceptualizing and implementing solid strategic and new product plans for world-class brands. Damian excels at partnering with core business operations to significantly increase the company's footprint, expand market share, and generate sustainable revenue.

Mr. Garner proudly attended Mississippi State University and Keller Graduate School of Management, earning both a Bachelor's and a Master's degree in Management and Finance. Damian is also a proud Desert Storm War Veteran with two honorable discharges from the United States Air Force and Navy.

* Supported by expert Research Associates and Search Consultants for seamless engagement.

5. Proposed Approach & Methodology

Our proposed methodology directly aligns with the 7-phase recruitment timeline outlined in Section 10 of the RFP.

[Kickoff & Discovery] → [Stakeholder Outreach] → [National Recruitment] → [Screening & Vetting] → [Final Interviews] → [Negotiation & Onboarding]

Phase 1: Project Initiation & Profile Creation (Sept–Oct 2026)

- **Council & Stakeholder Alignment:** Conduct individual interviews with the Mayor, City Council members, and key staff to define essential leadership competencies.
- **Public Engagement:** Host public forums, online surveys, and targeted focus groups (aligned with *Imagine Dubuque 2037* collective impact principles).
- **Position Brochure & Profile:** Develop a high-caliber, branded recruitment brochure highlighting Dubuque's strengths, the *2030 Goals*, and key projects like the *Catfish Creek Sanitary Sewer* and *Downtown Master Plan Update*.

Phase 2: Targeted National Recruitment & Outreach (Nov 2026–Jan 2027)

- **Proactive Sourcing:** Go beyond traditional job boards by conducting direct headhunting targeting high-performing ICMA-credentialed managers, assistant managers, and municipal leaders nationwide.
- **Diversity & Belonging Channels:** Leverage regional and national networks (e.g., NABLAM, IAPA, ICMA, League of Cities) to recruit a broad, inclusive candidate pool.

Phase 3: Screening, Assessment & Vetting (Jan–Mar 2027)

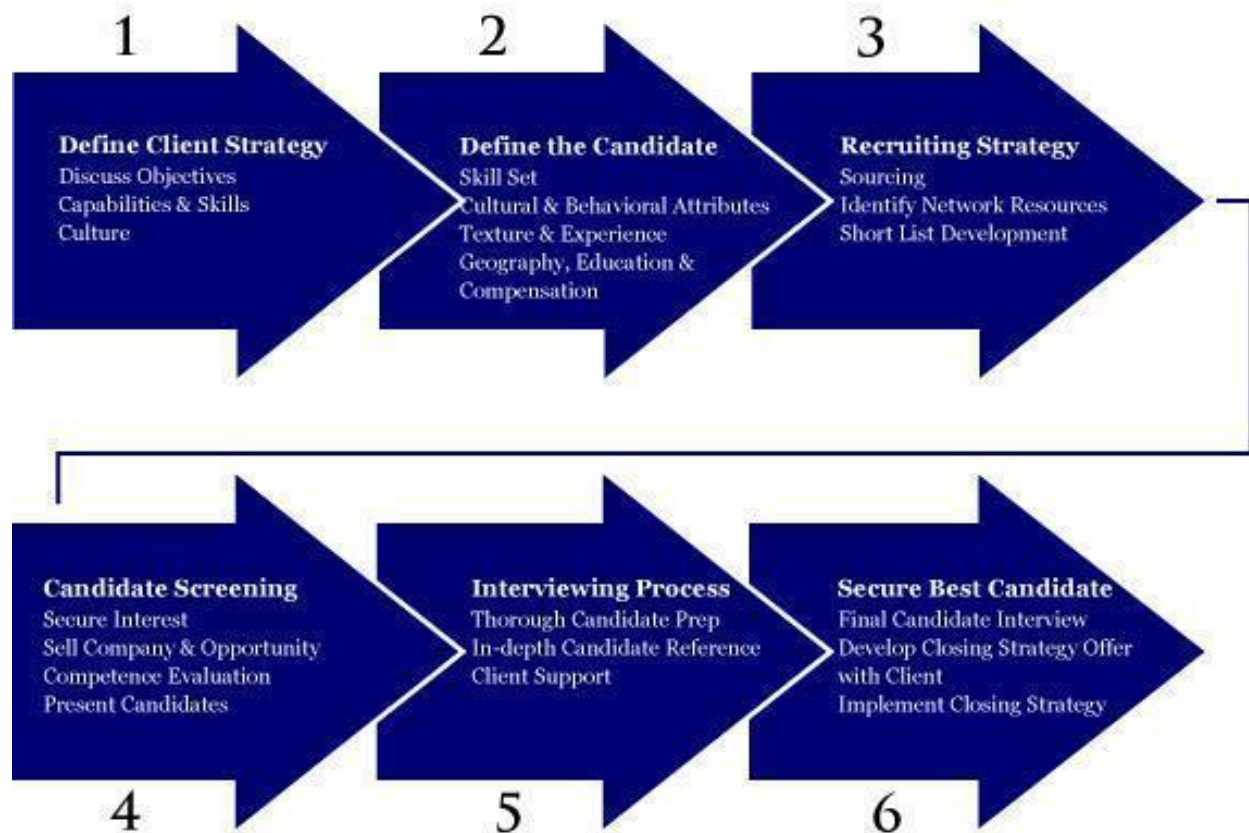
- **Evidence-Based Screening:** Review resumes against established job competencies using standardized assessment frameworks.
- **Preliminary Interviews:** Conduct structured video interviews with top contenders.
- **In-Depth Vetting:** Execute comprehensive background checks, including credential verification, criminal/financial background checks, media reviews, and exhaustive reference checks.
- **Semifinalist Pool Presentation:** Present 6–8 recommended semifinalists to the City Council with detailed assessment profiles.

Phase 4: Selection & Final Interviews (Late March–April 2027)

- **Interview Process Design:** Design multi-stage interview tracks, including panel interviews, community receptions, presentation prompts, and Council interviews.
- **Deliberation Facilitation:** Guide Council deliberations using objective rating matrices to reach consensus.
- **Offer & Contract Support:** Assist Council in negotiating an equitable employment agreement with the selected candidate.

5. Search Process & Methodology

Guided by our **6 Distinct Principles of Client Engagement™**:



1. **Strategy Development** – Collaborate with Board/Search Committee to refine candidate requirements and success metrics.
2. **Candidate Profile Development** – Create a detailed leadership profile aligned with ACR’s mission and growth goals.
3. **Targeted Recruitment** – Leverage our proprietary network, sector-specific databases, and outreach campaigns.
4. **Candidate Screening** – Conduct structured interviews and behavioral assessments to ensure mission alignment and capability.
5. **Interview Process Support** – Coordinate schedules, provide evaluation tools, and facilitate debriefs.
6. **Final Selection & Onboarding** – Advise on offer negotiation and support onboarding to ensure a smooth transition.

BOLD15 ensures fair and equitable hiring by employing a structured process, sourcing diverse candidates across channels, and using diverse interview panels—all designed to minimize bias and focus assessments on merit and role-relevant competencies.

Why this works:

- **Structured interviews** promote fairness through consistency in questioning and evaluation.
- **Diverse sourcing strategies** strengthen the candidate pool and innovation.
- **Diverse panels** help counterbalance individual bias and improve decision quality.

6. Pricing Proposal & Replacement Guarantee

BOLD15 operates under a clear, transparent **Fixed-Fee Model** to ensure predictable budget management.

Fee Breakdown

- **Professional Recruitment Fee (Fixed): \$38,000**
- **Estimated Reimbursable Expenses (Capped): \$4,500** *(Includes advertising placements, candidate background check fees, travel for candidate interviews, and profile design printing).*
- **Total Fixed Cost: \$42,500D**

Milestone Billing Schedule

1. **25%** upon Execution of Professional Services Agreement
2. **25%** upon Presentation of the Recruitment Brochure & Profile
3. **25%** upon Delivery of Recommended Semifinalist Candidate Pool
4. **25%** upon Successful Execution of Employment Agreement

Replacement Guarantee

If the selected City Manager resigns or is terminated for cause within **twelve (12) months** of their start date, BOLD15 will conduct a full recruitment search for a replacement **at no additional professional fee**, charging only for direct, actual reimbursable expenses.

7. Executive Search References

The following references represent recent, comparable searches conducted by BOLD15.

1. National Medical Fellowships, Inc

- **Role:** Numerous to include VP and SVP
- **Contact:** John white Vice President

2. The Marquin Group

- **Role:** Executive Search
- **Contact:** Marlon Cousin CEO

3. East Lake Foundation

- **Role:** Controller, Director
- **Contact:** Meisha White, Director of Finance

EXECUTIVE RECRUITMENT SERVICES FOR
CITY MANAGER



PROPOSAL
City of Dubuque

Melissa Asher

Chief of Client Services

Due Date: August 9, 2026

2450 Del Paso Road, Suite 220,
Sacramento, CA 95834
(916) 471-3358
Tax ID: 68-0067209
cpshr.us

Office Locations:
CALIFORNIA | COLORADO | TEXAS | OHIO

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Transmittal Letter

August 09, 2026

City of Dubuque
50 W 13th Street
Dubuque, IA 52001

Submitted via email to: kdietz@cityofdubuque.org

Subject: Executive Recruitment Services for City Manager

CPS HR Consulting (CPS HR) is pleased to have the opportunity to submit a proposal to assist the City of Dubuque (City) with the recruitment of a new City Manager. We are uniquely qualified to undertake this effort as we have vast experience in assisting public agencies with executive search, screening, and placement. We have **40 years** of experience providing human resources services to state and local government agencies and non-profit organizations, and **over 20 years** of experience placing top executives in public agencies throughout the United States.

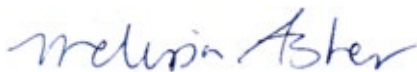
CPS HR offers a broad spectrum of human resource services while delivering personalized, results-oriented services, utilizing best practice methods of recruitment and selection strategies from our team of recruitment experts. We understand that each agency is unique, and our extensive experience allows us to tailor our process to specifically meet your needs. Our work with local government agencies throughout the United States gives us an in-depth understanding of government operations, programs, and services.

Each recruitment is an opportunity to shape and prepare your organization for the future. We understand how important this transition is for you and are perfectly placed to assist you in this endeavor. Once this project begins, we will work with the City to tailor our process to highlight this exciting opportunity and attract the best possible candidates. We are committed to working in close partnership with your organization to achieve a successful recruitment outcome.

Subcontractors: Each of our team members has broad and deep experience in public sector recruitment and selection, therefore, we do not have the need to include any subcontractors on this project.

Thank you for the opportunity to be considered for this assignment. Should you have questions or comments about the information presented in this proposal, **please do not hesitate to contact me at (916) 471-3358 or via email at masher@cpsshr.us**. I am duly authorized to legally bind CPS HR into contract.

Sincerely,



Melissa Asher, Chief of Client Services

Executive Summary

The City of Dubuque Mayor and City Council seek a professional, experienced, and highly qualified firm to conduct a comprehensive recruitment for the City's next City Manager. CPS HR Consulting (CPS HR) understands the significance of this appointment and the importance of identifying a leader who can effectively serve under the Council-Manager form of government, advance the City's strategic priorities, and support Dubuque's vision of being a sustainable, resilient, inclusive, and equitable community. We are prepared to assist the City throughout the entire recruitment and selection process, from project initiation through the successful placement of a permanent executive.

We are prepared to:

- Engage City Council, staff, community stakeholders, and residents to gather meaningful input regarding the leadership qualities, experience, and priorities desired in Dubuque's next City Manager.
- Develop a comprehensive candidate profile informed by City Council direction and stakeholder feedback that reflects Dubuque's values, strategic priorities, organizational culture, and operational needs.
- Conduct a proactive national recruitment campaign designed to attract highly qualified, values-aligned candidates with demonstrated municipal leadership experience.
- Evaluate and assess candidates through structured screening, interviews, reference checks, and background investigations.
- Facilitate the selection process and provide guidance throughout finalist interviews, community engagement activities, and employment negotiations.

CPS HR will implement a proactive national recruitment campaign that combines targeted advertising, direct outreach, and extensive professional networking to attract highly qualified and diverse municipal leaders. Throughout the process, we will guide the City Council through each phase of recruitment, from stakeholder engagement and candidate assessment through finalist selection and employment negotiations. Whether supporting stakeholder engagement activities, coordinating candidate visits, or managing the recruitment from start to finish, our team will deliver a responsive, organized, and customized process focused on identifying the best leader to advance Dubuque's goals and priorities.

Firm Profile & Qualifications

About CPS HR Consulting

CPS HR is a client-focused human resources and management consulting firm dedicated to addressing the unique challenges faced by government and non-profit organizations. ***Founded in 1985, we have earned a reputation as a trusted advisor by leveraging our in-depth public sector expertise to deliver practical, results-driven solutions.***

As a Joint Powers Authority, we are a self-supporting government agency exclusively serving public entities. This gives us a distinct advantage in understanding and meeting the specific needs of clients

across all levels of government, including Federal, State, Local, Special Districts, Higher Education and Non-Profit organizations.

Our unwavering commitment to delivering an unparalleled client experience is built on our comprehensive knowledge of the complexities within the public and non-profit sectors. We assist organizations in attracting, hiring, retaining, and motivating top talent, essential for driving organizational excellence in alignment with their vision.

With more than 100 full-time employees and a network of 200+ project consultants and technical experts across the nation, CPS HR has partnered with more than 2,700 public and non-profit clients throughout the United States.

Headquartered in Sacramento, CA, with regional offices in Texas, Colorado, and Ohio, we are strategically positioned to support your organization's growth and help your employees fulfill the promise of public service.

Recruitment Experts

CPS HR specializes in the recruitment and selection of key professionals for cities, counties, special districts, and non-profits. Working in partnership with the governing body or selection team, we develop customized search strategies that focus on locating and recruiting qualified candidates who match the agency's unique needs. Our wealth of recruitment experience has been gained through **more than 20 years** of placing top leadership executives in municipalities and public agencies throughout the United States.

- **Unmatched Recruitment Experience for Government Agencies.** CPS HR has extensive experience in recruiting executive-level professionals for public agencies across the United States. As a public agency ourselves, we understand how to work with and within government. Our understanding of public sector culture and policy uniquely sets us apart from our competitors.
- **Detailed Needs Assessments.** We conduct a detailed needs assessment to identify 1) future organizational direction; 2) challenges facing the position; 3) the working style and organizational climate; and 4) required core and job specific competencies as well as personal and professional characteristics.
- **Success Recruiting Non-Job Seeking Talent.** We recognize that the very best candidates for some types of positions may not be looking for a career change, therefore, our recruitment team takes a very aggressive approach to identify and recruit such candidates.
- **Partial list of recruitments.** Below is a brief list of recent executive recruitments to showcase our experience in leading searches of similar scope.

Agency	Title	Year Completed
City of Anaheim, CA	City Manager	Current
City of North Miami, FL	Assistant City Manager	Current
City of Alameda, CA	City Manager	2026
City of Phoenix, AZ	Assistant City Manager	2025
City of Wichita, KS	City Manager	2025
City of Sacramento, CA	City Manager	2025
City of Missouri City, TX	Assistant City Manager	2025

Agency	Title	Year Completed
City of Oklahoma City, OK	Assistant City Manager	2025
City of Arvada, CO	City Manager	2025
County of Orange, CA	County Administrative Officer	2025
City of Carbondale, IL	City Manager	2025
Jefferson County, WI	County Administrator	2024
San Joaquin Area Flood Control Agency, CA	Executive Director	2024
San Diego Ethics Commission, CA	Executive Director	2024
California Workforce Association	Executive Director	2024
County Welfare Directors Association of California, CA	Executive Director	2024
Fresno Council of Governments, CA	Executive Director	2024
City of Simi Valley, CA	Deputy & Assistant City Manager, Outreach	2024
City of Farmersville, CA	City Manager	2024
County of San Diego, CA	Chief Administrative Officer	2024
San Diego Association of Governments, CA	Chief Executive Officer	2024
City of Arcata, CA	City Manager	2024
California Student Aid Commission, CA	Executive Director	2024
Stanislaus County Housing Authority, CA	Executive Director	2024
City of Simi Valley, CA	City Manager	2024
Contra Costa County Employees' Retirement Association, CA	Chief Executive Officer	2024
Orange County Power Authority, CA	Chief Executive Officer	2024
Southern California Public Power Authority	Executive Director	2024
County of Luis Obispo, CA	County Administrative Officer	2024
City of Gillette, WY	City Administrator	2023
Sierra Lakes County Water District, CA	General Manager	2023
Selma-Kingsburg-Fowler County Sanitation District, CA	General Manager	2023
City of Phoenix, AZ	Assistant City Manager	2023
City of Phoenix, AZ	Deputy City Manager	2023
City of Baytown, TX	City Manager	2023
City of Littleton, CO	Deputy City Manager	2023
City of Littleton, CO	City Manager	2022
City of Oklahoma City, OK	Assistant City Manager	2022
City of Bellaire, TX	City Manager	2022

Agency	Title	Year Completed
County of Trinity, CA	County Administrative Officer	2022
City of Nogales, AZ	City Manager	2022
County of Imperial, CA	County Executive Officer	2022
City of Turlock, CA	City Manager	2022
City of Dallas, TX	Assistant City Manager	2022
City of Tucson, AZ	Assistant City Manager/Chief Financial Officer	2022
City of Piney Point Village, TX	City Administrator	2022
City of San Diego, CA	Chief Operating Officer	2022
California High Speed Rail	Chief Operating Officer	2022

Assigned Personnel

Our Executive Recruiting Team

CPS HR has assembled a strong project team with each member possessing extensive recruiting experience and a direct, in-depth understanding of local government. **Mr. David Niemeyer** and **Ms. Teddi Anderson** will serve as your dedicated project team throughout this recruitment process. **Mr. Niemeyer** and **Ms. Anderson** will leverage the knowledge and experience of our entire recruitment team in order to provide you with the best possible recruitment experience. We are committed to providing each of our clients with the same level of service excellence, and we take great care not to take on more work than this commitment allows. We will not utilize subcontractors for these services. No staff member will be removed or replaced without the prior written concurrence of the City.

Team Resumes

David J. Niemeyer, Senior Executive Recruiter

David Niemeyer brings 40 years of local government management experience including managing 7 suburban communities. He brings an extensive practitioner's experience in government services to the CPS HR Executive Recruitment team through his roles as Village Manager, City Manager, Village Administrator, and City Administrator/Assistant to the Mayor. Having served seven local government organizations as a manager or administrator, Mr. Niemeyer brings firsthand experience advising elected officials, implementing Council policies, and leading organizations operating under local government governance structures.

Mr. Niemeyer led recruitments for over 50 local government executive and management positions. This included preparing recruitment profiles and brochures, screening candidates and creating a list of top candidates for the elected officials, developing interview questions, managing assessment centers, conducting background checks, and negotiating employment offers. He retired as a village manager in 2021, and has been an executive recruiter with CPS HR since then. As a city manager, he was a leader in economic and downtown redevelopment, developing strategic plans for his communities, and reorganizing service delivery to his communities to save money and better serve his residents.

Employment History

- Executive Recruiter, CPS HR Consulting
- Village Manager, Village of Tinley Park, IL
- Village Manager, Village of Oak Brook, IL
- Village Manager, Village of Homewood, IL
- City Manager, City of Des Plaines, IL
- Village Manager, Village of Richton Park, IL
- Village Administrator, Village of Orland Hills, IL
- City Administrator/Assistant to the Mayor, City of Harvard, IL

Education

- Master's in Public Administration, Northern Illinois University, DeKalb, IL 1985
- Bachelor of Science in Political Science, Northern Illinois University, 1983
- Minors: International Relations, Journalism
- ICMA Credentialed Manager and member of ICMA International Committee

Professional Associations

- Member of ICMA, ILCMA, Metro Managers (past president)

Teddi Anderson, SPHR, Senior Executive Recruiter

Teddi Anderson brings more than 30 years of local government experience, including over 20 years in senior human resources leadership roles serving cities and public agencies. Her expertise spans recruitment, compensation, labor relations, organizational structure, and workforce planning, providing her with a comprehensive understanding of the leadership needs and operational challenges facing municipal organizations.

Ms. Anderson has extensive experience supporting executive-level recruitments, including City Manager and other high-profile local government leadership positions. Her background with a previous executive search firm, combined with decades of service in local government, enables her to effectively evaluate candidates, assess leadership competencies, and advise clients throughout the recruitment process. Most recently serving as the City of Littleton, Colorado's Budget and Compensation Manager, she offers valuable insight into the strategic, financial, and organizational considerations that influence successful municipal leadership. Her experience recruiting and supporting executive leaders allows her to identify candidates who can effectively guide public organizations and serve their communities.

Employment History

- Project Consultant, CPS HR Consulting
- Budget Manager/HR Manager, City of Littleton, CO
- Ralph Anderson & Associates, Sacramento, CA
- Human Resources Manager of Operations, City of Aurora, CO
- Recruitment and Compensation Manager, Metro Regional Government, Portland, OR
- Training and Organizational Development, City of Grasham, OR
- Police Officer, Sgt and Detective, City of Portland, OR

Education

- Bachelor's Degree Business Administration - Warner Pacific University, Portland, OR

Proposed Approach & Methodology

Our Approach

Key Stakeholder Involvement

The City Council, as the appointing authority, must be intimately involved in the search for a new City Manager. Our approach assumes their direct participation in key phases of the search process. At the discretion of the City Council, other key stakeholders may also be invited to provide input for the development of the candidate profile. The City Council may desire input from residents, stakeholder groups, employees, etc. To accomplish this task, we have deployed several strategies to gather feedback including community meetings, online surveys, roundtable/visioning meetings, and teleconferences. This information is compiled into a comprehensive report and presented to the City Council. This information can be used to create marketing materials and inform the creation of appropriate applicant screening processes. This kind of engagement is standard for CPS HR and is included in our professional fee.

Understanding the City's Needs and Recruitment Approach

A successful executive search begins with helping the City Council define the professional and personal qualities needed in its next City Manager. Through a collaborative process, CPS HR works with the Council to identify the City's future direction, key opportunities and challenges, desired working relationship with the City Manager, and the leadership attributes needed for success.

Throughout the recruitment, we maintain regular communication and provide timely updates while delivering the high level of responsiveness and customer service that has earned us long-standing client relationships. We then implement an aggressive recruitment strategy that combines targeted advertising, direct outreach, LinkedIn engagement, distribution of a recruitment brochure, and personal contact with qualified candidates and referral sources. Our communication continues beyond selection, including follow-up with the City Council and newly appointed City Manager within six months to help ensure a successful transition.

Assessment and Evaluation Methods

Candidates are evaluated against the leadership profile developed through stakeholder engagement and the City's identified priorities. CPS HR conducts application reviews, screening interviews, and finalist assessments designed to evaluate leadership competencies, management experience, communication style, and organizational fit. As part of the assessment process, CPS HR may utilize the **Hogan Assessment Suite** to provide additional insight into candidates' leadership strengths, workplace behaviors, values, and potential challenges, helping inform the City's selection decision.

Following the finalist assessment process, CPS HR conducts comprehensive reference and background checks. Our reference process includes confidential discussions with supervisors, peers, and direct reports to provide a 360-degree perspective on each candidate's leadership effectiveness and organizational impact. Candidates are asked to provide a minimum of six references, and a written summary of findings is provided to support the City's final selection. References remain confidential, and current supervisors are not contacted until a contingent offer is being considered, helping protect the candidate's current employment situation.

CPS HR employs an inclusive recruitment strategy designed to attract a broad and highly qualified candidate pool. Through targeted advertising, professional networks, direct outreach, LinkedIn analytics, and engagement with regional and national municipal associations, we seek candidates with diverse experiences, perspectives, and backgrounds while maintaining a focus on the qualifications, leadership competencies, and attributes identified by the City Council. Our evaluation process utilizes objective, job-related criteria and equitable assessment practices to support a fair and competitive selection process.

Scope of Work

Our proposed executive search process is designed to provide the City with the full range of services required to ensure the ultimate selection of a new City Manager uniquely suited to the City's needs.

Phase I: Develop Candidate Profile and Recruitment Strategy

- Meet with appropriate the City stakeholder(s) to gather information on the organization and to develop the specifications and ideal candidate profile for the new City Manager.
- Coordinate with the City Council on development of recruitment brochure for the City Manager's position; prepare brochure design.
- Complete recruitment brochure and post brochure on CPS HR website.

Phase II: Aggressive, Proactive, and Robust Recruitment

- Conduct aggressive outreach by initiating contact with potential applicants and with referral sources (this includes e-mailing appropriate government management professionals from our database, conducting extensive outreach via LinkedIn, and contacting candidates from prior recruitments who may be interested and a good fit for the City Manager's position).
- Place ads in agreed upon on professional and affiliate websites to attract candidates on a nationwide, regional, local or targeted basis based on the recruitment strategy.
- Distribute brochure/job announcement
- Receive all resumes and acknowledge receipt thereof
- Respond to inquiries from applicants and potential applicants
- Keep client posted on recruitment progress
- Review application materials and identify candidates for further consideration
- Conduct preliminary screening interviews
- Submit "Client Report" (includes resumes, summary of resumes, notes, overview)
- Meet with the City Council to discuss the report and the results of the screening interviews in order for the City to identify an appropriate number to interview as finalists (or semi-finalists)
- Notify all applicants of status in the recruitment

Phase III: Selection

- Prepare an assessment process for finalists in coordination with the City

- Schedule candidates for participation in finalist assessment; send invitations to candidates and coordinate travel/accommodations.
- Prepare evaluation materials
- Facilitate finalist assessment process in coordination with the City.
- Conduct reference and background checks on top identified candidate(s) following assessment process.
- Assist the City in negotiation of terms of employment (if desired).

Timeline

The project team CPS HR has selected is prepared to begin work upon receipt of a fully-executed contractual agreement. All search activities up to and including the selection of a new City Manager can be completed in 14 to 16 weeks. The precise schedule will depend on the placement of advertising on appropriate professional and affiliate websites, and the ability to schedule, as quickly as possible, the initial meeting. A proposed schedule of major milestones is presented below.

Task Name	Month 1				Month 2				Month 3				Month 4			
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Initial Meeting/ Candidate Profile	➤															
Draft Brochure		➤														
Brochure Approved/ Printed & Place Ads			➤													
Aggressive Recruiting					➤											
Final Filing Date							➤									
Preliminary Screening									➤							
Present Leading Candidates										➤						
Semi-finalist Interviews													➤			
Reference/ Background Checks														➤		
Final Interviews															➤	
Appointment																➤
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16

Professional Fees and Guarantee

Professional Services

Our professional fixed fee covers all CPS HR services and deliverables associated with **Phases I, II, and III** of the recruitment process. Travel expenses for candidates who are invited forward in the interview process are not included.

Professional Fixed Fee*	
Professional Services for Full Recruitment (Fixed Flat Fee)	\$30,000

**Professional fees will be billed and paid at the completion of each phase.*

One-Year Service Guarantee

If the employment of the candidate selected and appointed by the City as a result of a **full executive recruitment (Phases I, II, and III)** comes to an end before the completion of the first year of service, CPS HR will provide the City with professional services to appoint a replacement. Professional consulting services will be provided at no cost. The City would be responsible only for expenses such as re-advertising, consultant travel, additional background checks, etc. **This guarantee does not apply to situations in which the successful candidate is promoted or re-assigned within the organization during the one-year period.** Additionally, should the initial recruitment efforts not result in a successful appointment, CPS HR will extend the aggressive recruiting efforts and screen qualified candidates until an offer is made and accepted. CPS HR does not provide a guarantee for candidates placed as a result of a partial recruitment effort.

References

Provided below is a partial list of clients we have recently worked with in providing similar executive recruitment services. These recent City Manager recruitment clients can speak to CPS HR's ability to assist elected officials in conducting successful, community-informed executive searches and appointing leaders who align with organizational priorities.

Reference 1

Agency: City of Carbondale, IL
Contact: Tara Brown, Human Resources Director
Phone/Email: (618) 457-3247 / tbrown@carbondaleil.gov
Address: 200 S. Illinois Ave., Carbondale, IL 62901
Project(s): Full recruitment for City Manager (2025)

Reference 2

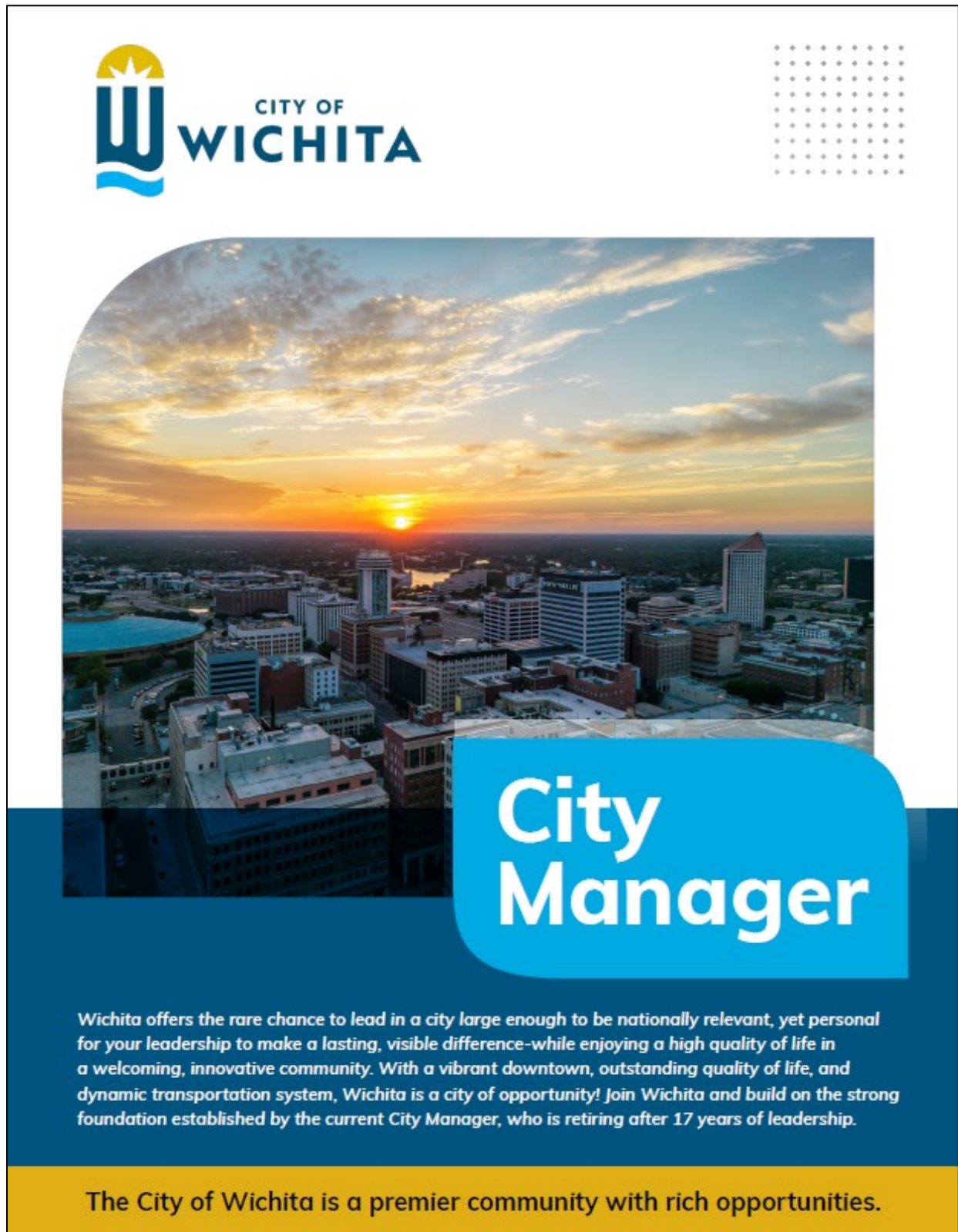
Agency: City of Wichita, KS
Contact: Shana Warkentine, Executive Assistant to the City Manager
Phone/Email: (316) 269-4704 / swarkentine@wichita.gov
Address: 455 N Main, Wichita, KS 67202
Project: Full recruitment for City Manager (2025)

Reference 3

Agency: City of Gillette, WY
Contact: Deca Wasson, Human Resources Director
Phone/Email: (307) 686-5209 / decaw@gillettewy.gov
Address: 201 E. 5th Street, Gillette, WY 82716
Project(s): Full recruitment for City Administrator (2023)

Appendix A: Sample Work Products

Sample Brochure



■ THE CITY

Wichita is a city on the rise—dynamic, innovative and ready for its next chapter of leadership. As the largest city in Kansas and the proud “Air Capital of the World”, Wichita has built a global reputation as the nation’s aerospace manufacturing hub, which has also become a magnet for doers, makers, and visionaries across industries. Anchored by major highways and a trade area of more than one million people within 100 miles, the city serves as the economic and cultural heartbeat of the region. With thriving neighborhoods, affordable housing, and a deep sense of community, Wichita offers an unmatched quality of life and a place where families, businesses, and ideas can take flight.

Wichita’s economy is powered by a robust and diverse tax base that includes advanced manufacturing, healthcare, food production, energy, and global corporations such as Spirit AeroSystems, Koch Industries, Textron and Cargill. Its entrepreneurial ecosystem continues to draw national attention, earning recognition as a “Secret Sauce” community for its collaboration, creativity and drive. Each year, six million visitors discover Wichita’s growing cultural and entertainment scene—an energized downtown filled with restaurants, breweries, and shops, complemented by 5,000 acres of parkland, museums, and premier venues such as INTRUST Bank Arena.

Education and innovation are at the heart of Wichita’s future. With five strong public school districts, high-quality trade schools, and 7 colleges and universities—including Wichita State University, a recognized leader in research and applied learning—the city is cultivating the next generation of talent. The upcoming biomedical campus, a partnership between the University of Kansas and Wichita State University, will further strengthen Wichita’s position as a hub for healthcare and innovation when it opens in 2027.

For an accomplished executive leader, Wichita represents a rare opportunity: to guide a world-class city with a proud history of innovation, a strong foundation of economic vitality, and a bold vision for the future.



**Wichita’s diverse
cultural attractions are
nationally renowned.**

CITY GOVERNMENT

The Mayor and City Council are the legislative body of the City of Wichita. The Council-Manager form of government establishes policy direction for the City by enacting ordinances, laws and policies, adopting the budget, levying taxes, and appointing members to citizen advisory boards and commissions. The seven-member Council is elected to four-year terms on a non-partisan basis with staggered terms of office. 0



THE OFFICE OF THE CITY MANAGER

Wichita was one of the first cities in the US to approve the council manager form of government in 1917. The City Manager's office is responsible for implementing City policy and overseeing daily operations, including supervising department heads, enforcing laws and ordinances, and executing Council goals, policies, and programs. The City Manager oversees 17 city departments, a \$778 million annual budget and a \$3.05 billion Capital Improvement Program. Five labor unions represent various employee groups.

THE IDEAL CANDIDATE

The next City Manager should embody a strong, visionary, and effective leadership style rooted in integrity, trust, and transparency. The City Manager needs to balance traditional management with adaptive, flexible approaches to leadership and governance. This is accomplished by:

- » Demonstrating an unwavering credibility and integrity with council, staff, and residents.
- » Exercising bold and creative decision making when facing internal and external pressures.
- » Practicing a collaborative leadership style that unites diverse perspectives and creates opportunities for shared services.
- » Providing strong, steady leadership that builds confidence across all stakeholders.
- » Demonstrating proven experience in creative problem solving in a complex organization.
- » Offering vision, innovation and forward-thinking to guide the city's long-term future.
- » Engaging with citizens and the business community.

■ KEY CHALLENGES AHEAD

The City Manager will ensure ongoing Strategic Plan Alignment focusing on cross-departmental tactics that include Keeping Wichita Safe, Growing the Economy, Building Dependable Infrastructure, Living Well and managing a Well-Run City. For more on the city's strategic plan go to [City-Managers-Policy-Message](#).

Additional pressing challenges that require both strategic insight and practical execution include:

- » Long-term budget pressures that demand balancing limited revenues with community needs. Operating under resource constraints, delivering efficient services with fewer resources.
- » A need to build and sustain trust across the council, staff, and residents.
- » Capitalizing on opportunities for shared services that provide cost effective, efficient services across the region.
- » Managing growth while maintaining the city's infrastructure needs, character and livability.
- » Addressing public safety concerns, including crime prevention and response.
- » Navigating political dynamics and aligning governance with community expectations.

Additional Core Responsibilities

To meet community expectations and council direction, the City Manager will be a servant leader responsible for:

- » Centering decision-making on community needs, keeping residents at the heart of policies and actions.
- » Maintaining reliable core city services, ensuring excellence in day-to-day operations.
- » Driving economic development, fostering business growth, job creation, and long-term prosperity.
- » Managing growth in a sustainable manner, aligning development with the community's resources and values.
- » Addressing housing challenges, with a focus on availability and affordability.
- » Investing strategically in infrastructure, maintaining and upgrading systems to meet future demands.
- » Communicating clearly and consistently with leadership, staff, and the community to build alignment and understanding.
- » Utilizing modern technology and social media to enhance communication and promote city initiatives.

Our Values: We anchor our work in our core values of trust and service.

Trust Means: Respect-Empowerment-Ethics-Stewardship-Integrity-Engagement-Family

Service Means: Professionalism-Innovation-Excellence-Equity

■ EDUCATION & EXPERIENCE

Education: Bachelor's degree in Public Administration, Business Administration, Political Science, or a closely related field is required. A Master's degree is preferred with an Masters in Public Administration strongly preferred.

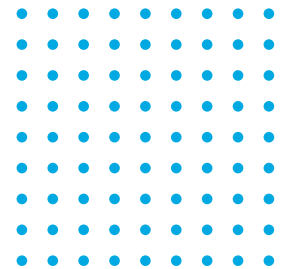
Experience: At least seven (7) years of progressively responsible experience in municipal government or public sector management, including a minimum of five (5) years in a senior executive or department director role. A minimum of ten (10) years' experience in executive-level for-profit roles with transferable skills may be considered.

Demonstrated success in strategic planning, financial management, community engagement, and organizational leadership.

Experience working with elected officials, community stakeholders, labor unions, and diverse staff teams is essential. Exceptional communication skills (both written and verbal) are required, including public speaking to small and large groups.

Equivalent combinations of education and experience may be considered.

The City Manager is required to establish and maintain residency within the Wichita city limits within a reasonable time frame following appointment. This requirement ensures that the City Manager is fully engaged in the community, accessible to residents and staff, and invested in Wichita's future.





■ COMPENSATION & BENEFITS

The position offers a hiring range of **\$250,000-\$325,000** and may be negotiable depending on qualifications and experience.

The position offers the following benefits:

- » 13 paid holidays, 12 sick days and ability to earn up to 25 days of vacation
- » Health Insurance-Medical (PPO plans), dental, and vision insurance for employees and their dependents
- » Retirement Contributions-The City offers attractive retirement benefits, including contributions to an ICMA retirement plan
- » \$6,600 per year car allowance
- » Paid Parking \$240 per year
- » Cell Phone Allowance \$600 per year
- » Life Insurance
- » Healthcare Flexible Spending Account
- » Voluntary Long-term Disability and Long-term Care Coverage
- » The City of Wichita will provide reimbursement of reasonable relocation expenses for the successful candidate. Relocation assistance may include moving household goods, temporary housing, and related travel expenses, subject to City Policy and contract negotiations. A minimum of three bids will be required.

For more information go to:

<https://www.wichita.gov/457/Employee-Benefits>.

**Some benefits currently offered to employees may be modified in the future.*

■ APPLICATION & SELECTION PROCESS

This position is open until filled. To be considered for this exceptional career opportunity, submit your resume, cover letter, and a list of six work-related references that will not be contacted until the final interviews (two supervisors, two direct reports, and two colleagues) by the first resume review date of **October 8, 2025**. Resume should reflect years and months of employment, beginning / ending dates, as well as the size of staff and budgets you have managed.

Please go to our website to submit your application: <https://www.cpshr.us/recruitment/2525>

For further information contact:



DAVID NIEMEYER

Executive Recruiter

(916) 471-3326

Email: dniemeyer@cpshr.us

TEDDI ANDERSON

Executive Recruiter

(916) 471-3439

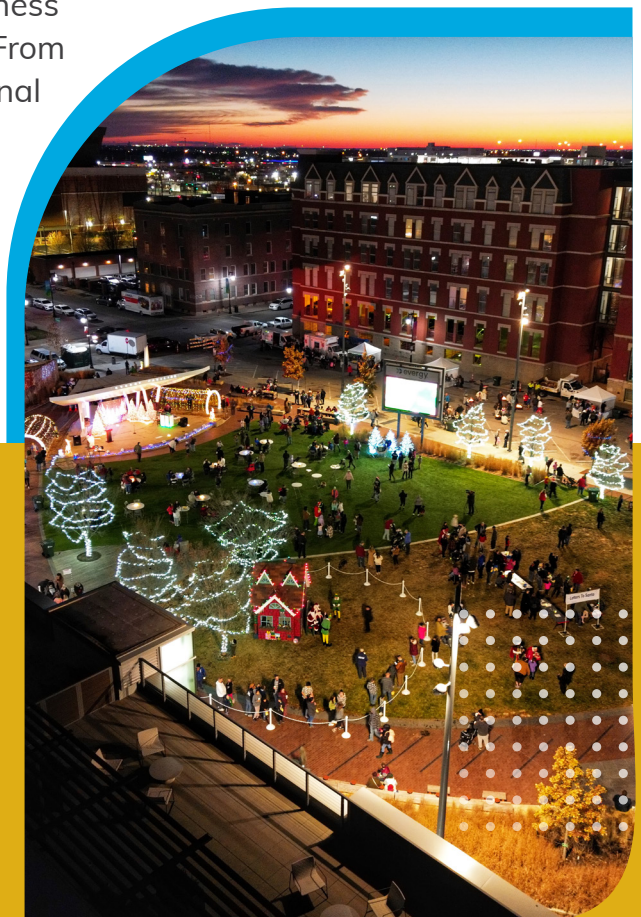
Email: tanderson@cpshr.us

Website www.cpshr.us/search

Resumes will be screened in relation to the criteria outlined in this brochure. Candidates with the most relevant qualifications will be given preliminary interviews by the consultants. The most qualified candidates will be invited to a semi-final virtual interview process with an 11-member selection committee composed of community and business leaders from Wichita during the week of November 3. From there, the most qualified candidates will be invited to final interviews in Wichita, which are tentatively scheduled for November 17 and 18. The final interviews will include an opportunity for the public to meet and ask questions of the candidates. An appointment will be made by the Mayor and City Council following comprehensive reference and background checks.

Equal Employment Opportunity Employer (EEOC): The City of Wichita is an Equal Employment Opportunity Employer. It is the policy of the City of Wichita to provide equal employment opportunities without regard to race, color, religion, marital status, sex, national origin, ancestry, disability, genetic information, political affiliation, age, sexual orientation or other non-merit factors.

Veteran's Preference. As a veteran of armed services, you may be entitled to preference when seeking employment with the City of Wichita. If you are interested in receiving Veteran's Preference, please submit your DD 214 prior to the position closing date.



Sample Client Report

SAMPLE RECRUITMENT MATERIALS

The following materials are samples of CSP HR's Executive Search work product:

CLIENT REPORT

The Client Report includes an overview/summary of the entire recruitment process, as well as information on the candidates interviewed by the consultant and recommends a top group of candidates for the City Council's consideration.

CANDIDATE EVALUATION MANUAL

The Candidate Evaluation Manual is used by members of the interview panel during the finalist interview process as outlined in Phase III, Task 2 of the Executive Search Process.

REFERENCE

The sample provided is a redacted report on a candidate who was ultimately hired via a recruitment process we conducted. A written summary of the reference checks such as this is provided to the Client.

BACKGROUND

The sample provided is a redacted report generated from the licensed investigation firm we contract with to conduct background checks on candidates. Any newspaper articles retrieved on the subject would also be included with this report.

BROCHURE

The sample provided represents our most current City Manager search for the City of XXX. We have also recently converted to a 'flipbook' style for the electronic version of brochures. A sample is available at <http://online.flipbuilder.com/kper/muvy/#p=8>

Client Agency Name

Recruitment for
(Position Title)

CONFIDENTIAL

SUBMITTED BY:

CPS HR Consulting
2450 Del Paso Rd, Suite 220
Sacramento, CA 95834
P: 916-471-3358
E-mail
Tax ID: 68-0067209
www.cps.ca.gov

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Summary of Activities

The following report presents the results of the recruitment process for the xxx position. Summary profiles of key candidates are included in the report for ease of comparison followed by resumes submitted by candidates.

The approach to the recruitment process was aggressive and included the following activities:

ADVERTISING

Advertisements for this position were placed in the following publications and web sites:

Western City Website
Jobs Available
ICMA Newsletter/Website
NACO.org
NFBPA
LinkedIn
International Hispanic Network
CPS Executive Search Website

OUTREACH

- **Information Packet** - A brochure was prepared describing the position, the City, the characteristics of an ideal candidate, salary and benefits, and the application and selection procedure. The brochure was distributed to approximately xxx potential candidates and referral sources.
- **Personal Contacts** – Personal contacts were initiated with many xxx professionals to determine personal interest in the position or to request referrals of qualified candidates.
- **Candidate Follow-Up** – Follow-up contacts were made with strong potential candidates who we knew or who were identified through referrals. In addition, all those who submitted a resume received a letter of acknowledgement.

APPLICANT POOL

The response to the recruitment process was positive and included candidates with a variety of relevant backgrounds. XXX resumes have been received.

PRELIMINARY EVALUATION

The preliminary evaluation of candidates included the following steps:

- Each resume was evaluated against the City's needs as described in the recruitment brochure.
- XXX candidates, whose qualifications most closely fit the City's desired qualifications, were chosen to participate in preliminary interviews.

SCREENING CRITERIA

The criteria used in the preliminary evaluation of candidates was based upon the job profile established at the beginning of the recruitment process and included the following as noted in the brochure:

The ideal candidate will be an experienced local government executive or top-line assistant with a strong record of accomplishment, strategic planning, integrity, professionalism, and a significant background in budgeting, supervision, capital projects, and work with elected officials. This enthusiastic and results-oriented leader will bring outstanding communication, critical thinking, and interpersonal qualities.

Specific requirements are as follows:

Qualifications

Experience: At least five years of progressively responsible administrative experience in a management capacity in local government with an understanding of budget administration and supervision of professional staff is expected. Familiarity with strategic planning and administrative services such as human services or financial operations would be beneficial.

Education: A Bachelor's degree in public or business administration, or related field is required. A Master's degree is highly desirable.

Management Style

In addition to the above, the ideal candidate will be:

- a critical thinker with the courage to pursue creative ideas
- an excellent communicator, orally and in writing
- collaborative, inside and outside the organization
- passionate about public service and community
- a proponent of the City's values and principles
- remains current with the profession, its trends and best-practices
- someone who values employees and supports their professional development
- a team player; in touch with other members regularly
- able to find common sense solutions
- a positive, "can do" advocate
- flexible

Candidate Information

Based on the results of the preliminary evaluation the candidates are ranked in the following groups (I & II). The candidates resume is preceded by a summary profile.

Group I

Group I candidates are considered the best fit for the xxx position in relation to the screening criteria. These candidates have sufficient relevant experience to perform with a high degree of effectiveness from the beginning of their tenure.

NAME

NAME

NAME

Group II

This group includes candidates with related experience who either lack the depth and breadth of experience the City is seeking, or whose actual job performance and management style were not as strong as Group I candidates.

NAME

NAME

NAME

City of
CITY MANAGER
Redacted Candidate Profile

CANDIDATE

CURRENT POSITION:	City Manager	Since 2010
	<i>City of , TX</i>	
	pop. 19,000 Total budget: \$10.5M	
PRIOR RELEVANT POSITIONS:	Village Administrator	2006-2009
	<i>Village of</i>	
	Assistant City Manager	1998-2006
	<i>City of , TX</i>	
	Acting City Manager	1997-1998
	Deputy City Manager	1995-1997
	Assistant City Manager	1989-1995
	<i>City of , TX</i>	
	City Manager, Assistant City Manager	1985-1989
	<i>City of , OK</i>	
EDUCATION:	MPA	1982
	<i>University of Kansas, Lawrence</i>	
	BA, English	1977
	<i>St. Mary of the Plains College, KS</i>	

CURRENT ANNUAL SALARY: \$105,000

- 25+ year local government career. Currently in small organization because wanted to return to TX; this would be excellent opportunity – loves the area and has had a rich history working with the military; while she has had two positions in the past 4.5 years she had long-term positions prior to that and is looking for that again
- Managed large organization as ACM in City of – was responsible for \$450M budget and 4500 employees – Public Works, Capital Projects, Parks and Rec, Finance, Solid Waste and Community Initiatives
- Strengths include being a good leader and communicator, consensus builder, extensive operations background including many public works and building projects, strong planning experience
- Weakness: can be impatient
- Establishes relationship with Council by communicating frequently and en masse; gaining clear understanding of their issues and ensuring they understand all challenges – needs to make Council's job as easy as possible as they all have busy lives too
- Significant economic development experience – has developed ED plan in City of and worked on downtown development in City of and annexations in City; she has never worked in a 4B community so has always had to find other types of financing; has used CDBG funds for redevelopment – is currently working on a downtown façade project

- In City of worked with Ft. Sill on regional wastewater treatment plant and improved entrances to their gates; regional street and storm water drainage projects in City of and considerable EMS regional cooperation in City of
- Significant career accomplishments include turning around financial situation in City, winning a TML award in City of, being the project manager on \$265M upgrade to professional athletic facility in City of and being the first Assistant City Manager to ever be elected the President of the TX City Manager's Association

Candidate Evaluation Manual

POSITION
CITY OF XXX

CONFIDENTIAL

submitted by:
CPS HR Consulting
241 Lathrop Way
Sacramento, California 95815
(916) 263-1401

Date

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Schedule of Activities

City of XXX

POSITION

on

Day, __/__/__

At

City Hall

Address

8:00 – 8:30 a.m.	ORIENTATION
8:30 – 9:20 a.m.	
9:30 – 10:20 a.m.	
10:30 – 11:20 a.m.	
11:30 – 12:20 p.m.	
12:20 – 1:15 p.m.	LUNCH
1:15 – 2:05 p.m.	
2:15 – 3:05 p.m.	
3:15 – 4:00 p.m.	DEBRIEF

Evaluation Process Components

Opening

Statement: At the beginning of each interview the candidates have been requested to make an opening statement highlighting their background and key qualifications for the **POSITION** for the **City of XXX**, and outline why they are seeking the position. Candidates have been instructed that such presentations should last **2-3 minutes**.

Structured

Interview: Following the opening statement, there will be **45 minutes** available for questions and answers. This period typically allows 12-14 questions to be answered. A menu of suggested questions designed to elicit information on areas the City previously identified as important are enclosed for your consideration. During the Orientation these and other job related questions might be selected.

Unstructured

Questions: During the question/answer period panel members may also ask a limited number of unstructured questions, those unique to the background of the candidate, as time permits.

Final

Comments: Once all questions have been asked, the candidate should be given a final opportunity to provide any additional information about his/her qualifications.

Following each interview, you will have approximately **10 minutes** to complete notes and get ready for the next interview.

Tips on Observing and Rating

1. Be familiar with the **candidate profile and key attributes** included in this manual prior to the interview process.
2. Suggested questions, designed to elicit information on key attributes being assessed, are provided on each **Interview Questions/Rating Notes Form**.
3. Write notes on the **Interview Questions/Rating Notes Form**, recording observations and significant direct quotations. The objective should be an accurate profile of the candidate to facilitate rating after the interview. Use a separate form for each candidate. Extra copies are in the side pocket of this manual.
4. A **Preferred Ranking Form** is enclosed for use in ranking candidates in relation to each other as the interviews progress. This should be completed after each interview. A sample form is enclosed at the end of this manual. The consultant will explain how to use the form.

Key Attributes Being Assessed

*At the beginning of this recruitment, the City identified attributes of the ideal **POSITION** candidate. These attributes have been utilized during the recruitment and the preliminary screening of candidates. While many factors will contribute to the City's selection of a candidate for this position, a review of these attributes should assist greatly in the evaluation of candidates:*

The ideal candidate will possess a strong background in municipal finance, staff management and a track record of providing sound, thorough recommendations on a myriad of complex issues. An unflappable and forthright demeanor coupled with the ability to effectively communicate and gain the respect of diverse and highly involved citizen groups will serve the candidate well. A history of innovation and resourcefulness will be weighted favorably as well as the ability to candidly share information with the Council. Success in this role will also require an understanding of the community's culture and becoming an integral part of the community at large.

Professional and Personal Characteristics:

- Knowledgeable local government generalist; understands civic process
- Track record of sound fiscal management coupled with a thorough understanding of the changing economic tides
- Skilled/proficient in labor negotiations
- Always conveys a sense of professionalism even in difficult and/or heated political environments
- Thick-skinned; able to deal with negativity
- Ability to absorb and analyze information and situations quickly but thoughtfully
- Thinks before speaking
- Good listener; open and approachable demeanor
- Unpretentious; able to work with all sectors of community
- Transparent/straight-forward; doesn't play games
- Good sounding board; gives Council 'space' to find own ideas
- Thoughtful, patient, open-minded
- Long range strategic planner
- An appreciation for a community committed to health, fitness and the environment
- Understands relationship between every day delivery of services and Council policy setting

Interview Questions

This form contains space for recording notes on the oral presentation, contains suggested questions covering each of the attributes being assessed, and provides space for notes on the candidate's responses.

Candidate: _____ **Date:** _____

- A. WORK HISTORY / ORAL RESUME – 2-3 minutes
Will you please summarize your work experience and highlight elements of your career that you believe are especially relevant to this position.

- B. STRUCTURED INTERVIEW

(Interview questions would follow)

BRIEF OVERALL DESCRIPTION OF CANDIDATE'S PERFORMANCE DURING THE INTERVIEW:

CAREER DEVELOPMENT FEEDBACK FOR CANDIDATE:

(Summary of strengths, weaknesses, and suggestions for managerial development)

Rating Attributes Being Assessed

Rating Guide: 1 - Weak; 5 - Strong.

ATTRIBUTES RATING

LEADERSHIP/MANAGEMENT STYLE	1	2	3	4	5
-----------------------------	---	---	---	---	---

COUNCIL – CITY MANAGER RELATIONS	1	2	3	4	5
----------------------------------	---	---	---	---	---

KNOWLEDGE/OVERALL COMPETENCY	1	2	3	4	5
------------------------------	---	---	---	---	---

COMMUNICATIONS/INTERPERSONAL	1	2	3	4	5
------------------------------	---	---	---	---	---

VALUE ADDED	1	2	3	4	5
-------------	---	---	---	---	---

OVERALL RATING	1	2	3	4	5
----------------	---	---	---	---	---

Preferred Ranking System

The Preferred Ranking System is used to rank candidates in relation to each other and to continually reassess rankings as the interviews progress. Below is a sample to show how the system works.

1	2	3	4

Ranking

The blank form above is designed to rank a group of 4 candidates. A completed sample is shown below:

- Ms. Loomis is the first candidate interviewed and is ranked #1.
- Mr. Smith is interviewed next and is ranked #1; Ms. Loomis is moved to rank #2.
- After an interview with Ms. Bell, Smith is ranked #1, Bell #2 and Loomis #3.
- The next interview is with Mr. Jones who is ranked #1 above the three other candidates.

After Interview #1	Loomis			
After Interview #2	Smith	Loomis		
After Interview #3	Smith	Bell	Loomis	
After Interview #4	Jones	Smith	Bell	Loomis
	1	2	3	4

Ranking

Remember, the best candidate should be ranked #1. It is recommended that rankings be made at the end of each interview. Please, no ties. Do not attempt to influence the rankings of other panel members. Following the final interview individual panel member rankings will be combined for panel review and discussion.

A Ranking Form for this interview is enclosed with this manual for your use.

Candidate Profiles and Resumes

**CITY MANAGER
CITY OF XXX**

REFERENCE CHECK SUMMARY

2014

Finalist Name

The following individuals were contacted as references in relation to NAME candidacy for the position of *City Manager*. The information received was obtained in confidence, therefore, is not attributable to any specific individual. In the interest of presenting a substantial amount of feedback in a concise manner, the information has been organized among key themes and comments that are consistent with the critical factors associated with the position.

REFERENCES CONTACTED
(Alphabetical order)

Name, Title, Agency: She met NAME X years ago when NAME was hired in the Accounting department in XX County. REF has worked closely with her since NAME became the County CAO.

Name, Title, Agency: REF has known NAME for X years. He is one of 5 Supervisors that she currently reports to.

Name, Title, Agency: They both worked in XX County for government-run agencies. They were colleagues and networked on a regular basis. REF has known NAME for about X years.

Name, Title, Agency: REF has known NAME for X years. He is one of 5 Supervisors that she currently reports to.

Name, Title, Agency: REF has known her for X years, when NAME came to XX County. REF was a department head at the time when NAME became the CAO. REF reported to her.

Name, Title, Agency: NAME met NAME when he became the City Manager in XXX, NC in 1997. He worked with her until he left in 2002. Since then, they've kept in touch on a casual basis.

Name, Title, Agency: He has been the County's lawyer since she arrived in XX County in 2003. He was on the panel that hired her.

Encode Response

To

City of Dubuque, Iowa

For

Title: City Manager Recruitment Services

In Response to Request for Proposal

August 09, 2026 @ 5 PM CDT

Submitted by:



Encode, Inc.

4400 US Hwy 9 Suite 1000

Freehold, NJ

Website: www.encodeinc.com

Point of Contact: Anmol Kapoor (Director)

Phone: 703-637-7000

E-mail: anmol.kapoor@encodeinc.com

www.encodeinc.com

CAGE Code: 1WYM0 || **UEI:** NHH7W6NGCH97 | **TIN:** 22-3522254

Business Size: Large Business (Minority-Owned Business Enterprise)

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MWBE
Certificate





1 TRANSMITTAL LETTER

August 09, 2026

Attn: Kristen Dietz | Talent Acquisition Manager
City of Dubuque, Human Resources Department

Subject: Encode response to Request for Proposal City Manager Recruitment Services

Dear Ms. Dietz and the Evaluation Committee,

Encode Inc., a wholly owned subsidiary of LanceSoft, is pleased to submit our proposal to provide **City Manager Recruitment Services for the City of Dubuque**. We recognize the significance of this appointment as the most visible leadership role within the City's council, and we are committed to delivering a process that is thorough, transparent, and aligned with the City's values. Given the City's request for recruitment support for a City Manager, we center our approach around two core objectives:

- Finding a qualified Manager who understands the City's work
- Helping the City hire a Manager who stays in the job and does it well

Solving these challenges requires a partner with the right scale, systems, and experience. Encode Inc. brings a nationwide talent network and database of over **12+ million** professionals, supported by our proprietary **Hummingbird Platform** and a seasoned recruiting team with deep experience in public sector executive placements. **Our Executive Search Advantage for the City** includes Executive Search with Leadership Insight, Finalist Assessment and Risk Reduction, Retention-Driven Onboarding Support, Inclusive, Rapid Sourcing through our **Hummingbird Platform**, and Dedicated Account Management.

Brief History: Encode Inc. was incorporated in **1997** and is a **certified Minority Business Enterprise (MBE)** and **wholly owned subsidiary of LanceSoft Inc.** With more than 28 years of experience serving public and commercial clients, we operate **24+ U.S. offices** and **15+ international branches**. We have supported over **200 organizations**, including government agencies, educational institutions, and health systems. **In 2025 alone**, we successfully recruited over **5-6 professionals for executive-level positions in healthcare, administrative, and IT domains**.

We hold an active Top Secret Facility Clearance and maintain CMMI Level 3, ISO 9001, ISO 20000, and ISO 27001 certifications. What sets us apart is our staffing methodology, which prioritizes executive readiness, diversity, and cultural alignment. **Our proprietary Hummingbird Platform** enables us to meet even the most urgent hiring needs by giving us access to qualified, pre-screened candidates in real time.

We have read and acknowledged all the terms and conditions set forth. We acknowledge the addendum No.1. We do not take any exception. Should you have any questions, please reach out to Anmol Kapoor at 703-637-7000 or by email at **anmol.kapoor@encodeinc.com**.

Respectfully,

Anmol Kapoor | **Title:** Director, Encode Inc



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2 EXECUTIVE SUMMARY

Encode Inc. is pleased to present this proposal to serve as the City of Dubuque's executive search partner for the recruitment of its next City Manager. Encode offers the City a recruitment partner with deep organizational capacity, a dedicated in-house HR and background verification function, and more than 29 years of combined workforce solutions and talent acquisition experience through Encode Inc. and its parent organization. That history has produced a disciplined, transparent recruitment process built specifically for engagements where public trust, confidentiality, and community alignment matter as much as candidate qualifications on paper.

We understand that the City of Dubuque is seeking a City Manager who can lead effectively under the Council-Manager form of government: a steady administrative hand who partners well with the Council, engages authentically with residents, businesses, and staff, and carries forward Dubuque's long-term priorities around fiscal responsibility, sustainability, neighborhood investment, and economic development. Dubuque has built a national reputation for thoughtful, forward-looking municipal governance, and the individual who steps into this role will be expected to sustain that momentum while bringing their own leadership voice to the position. Encode's approach centers on listening first. Before a single candidate is contacted, we work with the Council, City staff, and community stakeholders to build a position profile grounded in Dubuque's actual needs and culture, not a generic template pulled from a prior search in a different community.

Our recruitment strategy pairs a national outreach effort with direct, confidential executive-level engagement, so that the City sees both established sitting and former city managers and strong assistant and deputy-level candidates who are ready for their first top-seat role. We do not rely solely on posted advertisements and inbound applications; our team proactively identifies and contacts high-potential candidates who are not actively job-searching but who fit the profile the Council approves. Every candidate who advances to the City Council for consideration is fully vetted: structured reference checks, a full background investigation, and an assessment against the specific competencies the City identifies during the discovery phase of the engagement.

Anmol Kapoor will serve as the City's primary point of contact and Account Manager throughout the engagement, holding overall accountability for the search from initiation through the new manager's first day on the job. Puneet Kathuria will lead recruitment operations, heading the HR and background verification teams responsible for candidate screening, reference checks, and due diligence. Both are available to begin work immediately upon contract execution and will remain personally engaged for the full duration of the search.

Encode proposes a fixed-fee structure for this engagement so the City has full cost certainty from day one, with fees tied to milestones rather than hours worked. This proposal also includes a twelve-month replacement guarantee, so the City's investment in this search is protected even in the event the selected candidate does not remain in the role. We recognize that a City Manager search is one of the most consequential decisions a Council makes, and Encode is committed to bringing the rigor, confidentiality, and communication this engagement demands at every step. We appreciate the opportunity to be considered and welcome the chance to discuss our approach with the Council in more detail.



3 FIRM PROFILE AND QUALIFICATIONS

3.1 Detailed firm information, staffing, and experience

Company Overview: Encode Inc. is a workforce solutions and talent acquisition company built on a foundation of more than **29 years** of combined recruitment experience through Encode Inc. and its parent organization. **Over nearly three decades**, the organization has developed and refined the recruiting infrastructure, sourcing networks, and screening discipline that a search of this importance requires: a dedicated recruitment operations team, an in-house human resources and background verification function, and established relationships across public and private-sector talent pools nationally. What began as a smaller regional staffing practice has grown, over that span, into an organization capable of supporting complex, multi-stakeholder searches for public and private-sector clients simultaneously, without sacrificing the personal attention a search of this nature demands.

Throughout that growth, Encode has maintained a consistent operating philosophy: recruitment is a relationship business built on trust, and trust is earned through transparent process, honest communication, and follow-through on commitments. That philosophy shapes how we staff engagements, how we communicate with clients, and how we hold ourselves accountable to the timelines and outcomes we propose. It is the same philosophy that will guide our work with the City of Dubuque throughout this search.

Years in Business and Organizational Growth: Encode Inc.'s 29-plus years of combined organizational history reflect sustained, disciplined growth rather than rapid, uneven expansion. That longevity matters in an engagement like this one for a simple reason: a search firm's real asset is not a database of resumes, it is the depth and currency of its professional network, and networks like Encode's are built over years of consistent, credible work in the field, not assembled overnight for a single assignment. Our tenure has allowed us to build long-standing relationships with municipal executives, department heads, and public administration professionals across the country, many of whom we have worked with, placed, or stayed in contact with over multiple career stages. Those relationships are what allow us to reach passive, highly qualified candidates who would never respond to a cold job posting but will take a call from a recruiter they trust.

3.2 List of relevant municipal executive search engagements

Encode Inc. has supported executive and senior leadership recruitment across a broad portfolio of **over 40 recent public sector clients**, including municipalities, counties, regional agencies, public authorities, and large public institutions. These engagements collectively demonstrate Encode's ability to identify and place leadership talent in environments comparable in scope and complexity to a City Manager role.

To illustrate this experience, representative engagements are provided below.

- Houston-Galveston Area Council
- State of South Dakota
- Kansas Department of Administration
- University of Oklahoma
- Multnomah County Sheriff's Office
- Florida Department of Management Services
- Los Angeles County Regional Park
- San Jacinto Community College
- Tampa International Airport Authority



- Lansing Community College
- City of Grand Rapids
- The following seven engagements represent Encode Inc.'s most comparable executive search and leadership placement work across municipal, county, and regional government clients. All searches involved senior executive roles equivalent to or inclusive of City Manager-level authority.

Municipal Executive Search Engagements

Client	Population	State	Engagement Type	Outcome	Year
City of Grand Rapids	198,000	MI	City Executive Search & Leadership Assessment	Placed 3+ yr retention	2019
City of Phoenix	1.6M	AZ	Senior Executive Recruitment & Evaluation	Placed 2+ yr retention	2020
City of Tacoma	220,000	WA	City Manager-Level Leadership Recruitment	Placed 2+ yr retention	2020
City of Clermont	45,000	FL	City Manager Executive Search	Placed 2+ yr retention	2018

County & Regional Executive Search Engagements

Client	Population	State	Engagement Type	Outcome	Year
County of Orange	3.2M	CA	County Administrator Executive Search	Placed Retained	2020
County of Santa Clara	1.9M	CA	County Executive Leadership Placement	Placed Active	2021
San Bernardino County	2.2M	CA	Senior Administrative Recruitment	Placed Retained	2020
Multnomah County	830,000	OR	Executive Director Recruitment	Placed 2+ yr retention	2019
Houston-Galveston Area Council	7.2M	TX	Executive Leadership Search & Screening	Placed Retained	2021
LA County Regional Park	10M+	CA	Director-Level Executive Search	Placed Active	2022

State Government Leadership Engagements

State Client	Engagement Type	Outcome / Status
State of Michigan	Senior Government Leadership Placement	Completed — 2020
State of Massachusetts	Executive Program Leadership Recruitment	Placed — Retained



State Client	Engagement Type	Outcome / Status
State of South Dakota	State Agency Director-Level Search	Placed - Active
State of Arizona	Senior Administrative Recruitment	Placed - Retained
State of Arkansas	Department Leadership Placement	Placed - Active
State of North Carolina	Executive Search Support	Completed - 2022
Kansas Department of Administration	Director-Level Executive Search	Placed - Active
Florida Dept. of Management Services	Senior Leadership Recruitment	Placed - Retained
MIT Lincoln Laboratory	Research program and technical staffing	

3.3 Evidence of expertise with Council-Manager governments

Representative municipal executive search engagements demonstrating this expertise are provided in Section 3.2, List of Relevant Municipal Executive Search Engagements.

4 ASSIGNED PERSONNEL

4.1 Resumes, roles, and availability of assigned team members

Anmol Kapoor - Account Manager, Engagement Lead

Anmol Kapoor will serve as the primary point of contact for the City of Dubuque throughout the engagement and will hold overall accountability for the search. In this role, Anmol will lead Council and stakeholder discovery sessions, oversee development of the position profile and recruitment brochure, manage the client relationship day to day, present candidate slates to the Council, and coordinate negotiation and onboarding support through the new City Manager's first months in the role. Anmol's approach to client management emphasizes proactive, frequent communication: the City will receive regular status updates at each phase of the search rather than having to request them, and any issue that arises, whether a scheduling conflict, a candidate withdrawal, or a shift in Council priorities, will be surfaced and addressed promptly rather than allowed to compound.

Anmol brings experience managing government and public-sector client relationships and understands the documentation, transparency, and accountability standards that distinguish public-sector engagements from private-sector search work. Anmol is available to begin work immediately upon contract execution and will remain the City's single, consistent point of accountability from project initiation through the manager's first day, with no handoffs to other account managers mid-engagement.

Puneet Kathuria - Recruitment Manager, HR & Background Verification

Puneet Kathuria will lead recruitment operations for the engagement, heading the HR and background verification teams responsible for candidate screening, reference checks, and



background investigations. Puneet's team manages the operational core of the search: building and managing the candidate pipeline, conducting initial screening interviews against the competency model approved by the Council, coordinating structured reference checks with former supervisors, elected officials, and direct reports, and overseeing the full background investigation process for finalist candidates, including education and employment verification, criminal background review, and public records search.

Puneet's team applies the same due-diligence standard to every candidate presented to the City, regardless of how strong a candidate appears on paper or how they were sourced, so that the Council can trust that every name on a finalist slate has cleared the same rigorous screening bar. Puneet is available to begin work immediately upon contract execution and will remain personally engaged through final placement and the full onboarding support period, ensuring continuity of institutional knowledge about the search from start to finish.

Availability and Engagement Model

Both Anmol Kapoor and Puneet Kathuria are allocated to this engagement for its full duration and will not be rotated off the account mid-search. Both are reachable directly by phone and email throughout the engagement and will be available for scheduled check-ins with the City Council or its designated liaison at whatever cadence the Council prefers, whether weekly status calls, milestone-based updates, or as-needed touchpoints.

Organizational Structure for This Engagement

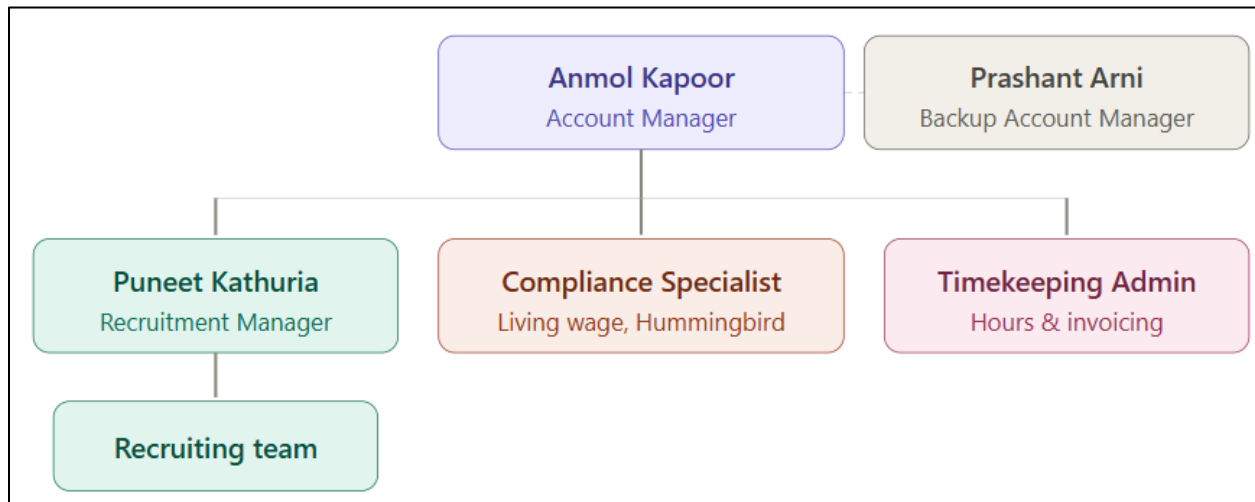
Anmol Kapoor and Puneet Kathuria report through the same internal engagement structure for this search, with Anmol holding client-facing accountability and Puneet holding operational accountability for candidate development and due diligence, giving the City a direct line to both sides of the search without routing through intermediaries.

Roles and Responsibilities Summary

Team Member	Role	Primary Responsibilities
Anmol Kapoor	Account Manager / Engagement Lead	Client relationship, Council discovery, position profile, candidate presentation, negotiation support
Puneet Kathuria	Recruitment Manager, HR & Background Verification	Sourcing, screening, reference checks, background investigations, and candidate pipeline management

Both team members are available for the full duration of the engagement and will remain the City's dedicated points of contact from initiation through onboarding support.

4.2 Organizational chart



5 PROPOSED APPROACH AND METHODOLOGY

5.1 Stakeholder engagement strategy

The search begins with listening, not sourcing. Before any candidate is contacted, Anmol Kapoor will conduct individual, confidential interviews with each member of the City Council to understand their individual priorities, concerns, and vision for the City Manager role. These one-on-one conversations are deliberately held separately rather than in a group setting, so that each Council member can speak candidly about what they believe Dubuque needs in its next chief administrator, without the dynamics of a group discussion shaping their answers.

Following the Council interviews, Encode will conduct structured input sessions with City department directors and senior staff leadership to understand the operational and organizational context the new manager will step into: current initiatives in progress, internal culture, and the working relationships that have made past leadership successful. To ground the search in a genuine community perspective, Encode will design and administer an online community survey open to Dubuque residents, and, where the City prefers, will facilitate a small number of in-person or virtual focus groups with residents, business leaders, and community organizations to surface qualitative input that a survey alone cannot capture.

All of this input, from the Council, from staff, and from the community, is synthesized by Encode into a single, coherent position profile and candidate competency model. This document becomes the shared standard against which every candidate in the search is measured, and it is presented back to the Council for review and formal approval before recruitment activity begins, so there is no ambiguity later in the process about what the City is looking for.

5.2 Recruitment plan

At the core of Encode's executive recruitment approach is **Hummingbird Platform**, our **end-to-end recruitment and workforce management platform** that supports **candidate tracking**, **documentation control**, **interview coordination**, and **project reporting** throughout the search process. Hummingbird allows Encode and the City to maintain a **structured, transparent**, and **organized recruitment workflow** while meeting **confidentiality requirements** and **timeline expectations**.



Encode will use Hummingbird to manage each phase of the **City Manager executive search**, including **stakeholder coordination**, **candidate screening**, **interview scheduling**, and **final candidate review**. All recruitment activities will be tracked in a **centralized system** to ensure **consistent communication**, **accurate recordkeeping**, and **real-time progress monitoring**.

Encode will run a national recruitment effort built on **three channels** apart from the Hummingbird Platform, working in parallel rather than in sequence, so that the search generates momentum from week one rather than waiting on any single channel to produce results. **The first channel is targeted advertising** in local government and public administration publications, professional association job boards, and relevant online platforms where sitting and aspiring city managers actively look for opportunities. **The second, and typically most productive, channel is direct executive outreach**: confidential, personal calls and messages to sitting and former city and county managers and senior assistant managers identified through Encode's research and professional network, many of whom are not actively searching but are open to the right opportunity when approached directly and professionally. **The third channel is outreach through relevant professional associations** and affinity networks, which broadens the reach of the search and supports the City's commitment to a diverse, representative candidate pool.

A professionally produced recruitment brochure, developed directly from the Council-approved position profile, will anchor all outreach materials. This brochure gives prospective candidates a clear, compelling, and accurate picture of Dubuque as a community and organization, its strategic priorities, and the specific expectations of the City Manager role, so that candidates who respond are responding to an accurate picture of the opportunity rather than a generic recruitment pitch.

5.3 Assessment and evaluation methods

Every candidate who enters the pipeline is screened by Puneet Kathuria's team against the Council-approved competency model before being presented to the City in any form. Initial screening begins with a review of each candidate's professional history against the position profile's core requirements: years and type of municipal or comparable executive experience, scale of organization and budget managed, and specific experience relevant to Dubuque's current priorities.

Interview Methodology: Candidates who clear initial screening proceed to a structured interview conducted by Encode's recruitment team, covering leadership philosophy and management style, experience working directly with an elected governing body, approach to community and staff engagement, and specific examples of measurable results achieved in prior roles. These interviews are structured and consistent across all candidates, using the same core question set derived from the approved competency model, so that candidates can be compared on an equal, defensible basis rather than on the strength of an unstructured conversation.

Reference Checks: Every candidate advanced beyond initial screening undergoes a minimum of three professional reference checks, conducted directly by Encode's HR team using a structured reference protocol rather than an informal call. References are selected to include, where possible, a current or former elected official the candidate reported to, a peer department head or colleague, and a direct report, so the City receives a rounded view of the candidate's working relationships in both directions of the organizational chart, not just a manager's perspective.

Background Investigations: Finalist candidates presented to the Council for final consideration undergo a full background investigation, including verification of education credentials and employment history, a criminal background check, civil litigation and credit review as permitted by applicable law, and a media and public records search. This level of due diligence is consistent



with the standard expected for a City Manager appointment, a role that carries significant fiduciary, legal, and public trust responsibility, and Encode does not shorten or waive this process regardless of how strong a candidate appears through earlier stages of the search.

5.4 Confidentiality processes

Executive job searches carry real professional risk for candidates who are often still employed in sensitive public roles, where word of an active job search reaching their current employer or governing body prematurely can cause real professional harm. Encode maintains strict confidentiality throughout the process: candidate identities are not disclosed outside the immediate search team and designated City decision-makers without the candidate's consent, all search-related communications are conducted through secure, limited-access channels, and documents are shared only with individuals who have a defined role in the search.

Public disclosure of candidate names is coordinated closely with the City to align with Iowa's open records and open meetings requirements at the appropriate stage of the process, so that the City remains fully compliant with its legal obligations while candidates retain appropriate confidentiality protection during the earlier, more sensitive stages of the search.

Communication Protocols: Encode will establish a single communication protocol with the City at the outset of the engagement, defining who at the City receives updates, how frequently, and through what channel. Anmol Kapoor will provide the City with regular status updates throughout the search, and both Anmol and Puneet will be directly reachable between scheduled updates for any question or concerns that arises.

5.5 Project timeline

Phase	Timeframe	Key Activities
Discovery	Weeks 1–2	Council interviews, staff input, community survey/focus groups, position profile approval
Recruitment	Weeks 3–6	Brochure development, advertising launch, and national executive outreach
Screening	Weeks 6–8	Screening interviews, preliminary reference checks, and competency assessment
Interviews	Weeks 9–10	Presentation of finalist slate, Council interviews, community/staff engagement with finalists
Selection	Week 11	Final background investigation, Council selection, offer strategy
Negotiations	Week 12	Compensation and contract negotiation support, offer finalization
Onboarding Support	First 90 days	Transition planning, introductions to staff and community, optional 30/60/90-day check-ins

Encode anticipates a total search timeline of approximately 12 to 14 weeks from Council approval of the position profile to a signed offer, followed by optional onboarding support through the new City Manager's first 90 days.



6 PRICING PROPOSAL

Encode Inc. proposes a fixed flat-fee engagement structure. All professional services, advertising, platform posting, and diversity outreach costs are bundled into a single transparent fee. There are no percentage-of-salary fees, no surprise pass-through invoices, and no ambiguity about what is included.

Encode Inc.'s pricing reflects our Iowa proximity, our established government network that reduces sourcing time, and our 29-year public sector track record that produces a higher first-call acceptance rate from target candidates.

Cost Category	Amount	What Is Included
a. Professional Fees	\$45,000 Fixed	All project phases end-to-end: Council kickoff, position profiling, job brochure creation, national and regional candidate sourcing, application review, intake interviews, shortlist presentation, Council interview facilitation, evaluation scorecard tools, employment agreement support, and negotiation assistance. No additional billing for any standard scope activity.
b. Advertising & Posting	Included	ICMA Career Center, MMAM, Government Jobs/NeoGov, LinkedIn Sponsored, Iowa Municipal League, NFBPA, HLGL, Women Leading Government, AAGEN — all 9 platforms fully covered within the professional fee. Zero pass-through advertising charges.
c. Travel Expenses	\$1000	3 planned on-site visits: (1) Council kickoff, (2) Interview facilitation day, (3) Final selection support. Not-to-exceed cap of \$1,000. Any additional visit requires advance City Council approval.
d. Background Investigation	\$950 per finalist	Per-finalist: federal and state criminal check, county-level search, education degree verification, 10-year employment history, professional license/certification verification, media and social media review, sex offender registry. Estimated 4 finalists = \$3,800 total.
e. Optional Services	See menu below	Available at the City Council's discretion. Not required for a complete, full-service engagement.

Optional Services Menu

Optional Service	Add-On Fee	Description
Community / Stakeholder Engagement Sessions	+ \$2,500	Up to 2 facilitated public or stakeholder input sessions. Includes session design, professional facilitation, and a written summary report to the City Council.
Candidate Leadership & Behavioral Assessment	+ \$650 per finalist	Validated psychometric assessment (Hogan, DiSC Executive, or equivalent) for each finalist. Full scored report and Council debrief.
Extended Guarantee (24 months)	+ \$2,000	Extends the standard 18-month placement guarantee to 24 months.



Optional Service	Add-On Fee	Description
Onboarding Support Package	+ \$1,500	Structured 30/60/90-day onboarding plan with milestone check-in calls.

Replacement Guarantee Terms: If the selected candidate voluntarily resigns or is terminated for cause within 12 months of appointment, we will conduct one replacement search at no additional professional fee. The client remains responsible only for approved direct recruitment expenses, if applicable.

Line Item	Amount
a. Professional Fees (fixed, all-inclusive)	\$45000
b. Advertising & Platform Posting	Included - \$0 additional
c. Travel (3 Iowa visits, NTE)	\$1000
d. Background Investigation (est. 4 finalists @ \$950)	\$3,800
e. Optional Services (if all selected)	\$0 – \$6,650
TOTAL ESTIMATED ENGAGEMENT	\$45,000 base up to \$56,450 with all optional services

Proposed Payment Schedule:

40% (\$18,000), due upon contract execution and project kickoff

40% (\$18,000), due upon delivery of the finalist shortlist to the City Council

20% (\$9000), Due upon successful appointment of City Manager

Note: Background investigation costs (\$950 per finalist) are invoiced separately upon

Finalist advancement. All other costs are covered within the flat fee payment schedule above.

7 REFERENCES

1. Client Name: Massachusetts Executive Office of Health and Human Services (EOHHS), State of MA

- Address: 1 Ashburton Pl, 11th floor, Boston, MA 02108, USA
- POC Telephone: 617-348-5029
- Project Manager: Kara Banderier
- **Period of Performance:** 2016- Ongoing
- Email: kara.banderier@state.ma.us

2. Client Name: Gwinnett County, GA

- Address: 75 Langley Drive, Lawrenceville, GA 30046
- POC Telephone: 770-822-7905
- Project Manager: Melanie Brooks
- **Period of Performance:** 2019- Ongoing
- Email: melanie.brooks@gwinnettcountry.com

3. Client Name: University of California Office of the President (UCOP)

- Address: 1111 Franklin Street, Oakland, CA 94607
- POC Telephone: NA
- Project Manager: Jiazhi Ma,
- Period of Performance: 06/15/2021 – 06/27/2024
- Email: Jiazhi.Ma@ucop.edu



8 APPENDIX – RESUME

8.1 Resume - Anmol Kapoor

Name	Anmol Kapoor
Proposed Labor Category	Account Manager
Summary and Profile	
12+ years of experience overseeing healthcare IT and government contract delivery across federal, state, and public health agencies. Proven ability to manage multi-task order projects, ensure regulatory compliance (HIPAA), and coordinate cross-functional technical teams supporting data modernization, cybersecurity, and enterprise system initiatives. Skilled in client governance, vendor coordination, and performance reporting within large-scale healthcare environments.	
Education and Certifications	
Bachelor's Degree (Commerce) - Kurukshetra University (2004)	
Certifications	
Pursuing SHRM-CP certification to deepen expertise in recruitment and talent acquisition	
Technical Skills	
- Applicant Tracking Systems (ATS): Bullhorn, Taleo, Workday, - Data Analysis Tools: Microsoft Excel (Advanced), Power BI - Reporting and Metrics Tracking Compliance Frameworks: HIPAA, NIST 800-53, ITIL Service Management	
Professional Experience	
LanceSoft Inc. /Encode Inc.	
Director, Healthcare Federal Practice	
August 2023 to Present	
- Develops and manages project oversight plans for IT consulting task orders, ensuring performance reporting, issue escalation, and continuous improvement in alignment with client governance protocols. - Lead oversight of federal healthcare IT contracts, ensuring timely delivery, documentation accuracy, and contract compliance. - Serve as primary liaison to client contracting officers and technical leads, managing task orders through initiation, execution, and closeout. - Direct proposal development and compliance reviews for federal solicitations under GSA, VA, and DOD frameworks. - Implemented delivery governance models integrating ITIL and NIST practices for improved project tracking and audit readiness. - Supporting federal healthcare programs, ensuring adherence to data-handling standards under HIPAA. - Manage GSA schedule maintenance, subcontractor coordination, and compliance documentation. - Mentor new managers on task order response, client engagement, and risk reporting. - Partner with municipal agencies to source and deploy skilled professionals within 48-hour timeframes. - Ensured compliance with federal and state labor laws, including I-9 verification and background checks, for all placements.	
Green Staff Medical LLC	
Regional Manager, Business Development	
February 2023 to July 2023	
Client management	



- Liaison to shareholders, internal and external.
- Managed and led the team of Bidding Specialists for State and Federal Government Contracts.
- Supervised the execution of awarded contracts.
- Participated in allocating budgets to various processes across the organization.
- Data management to ensure the accuracy of required data for all processes across the organization.
- Evaluating all proposals being sent to clients.
- Risk analysis across different processes across the organization.
- Ensure the quality of services by timely delivery on the awarded contracts.
- Maintaining all required certifications for the organization.
- Extensive research for State and Government policies/contracts to ensure the quality of the proposal to the clients (Private & Government)
- Introduced structured task-order lifecycle management to improve turnaround time and communication between clients and technical delivery teams

Access Therapies Inc. & RN Staff Inc.

Talent Acquisition and IT Healthcare Client Management Services – 12+ years' experience in Business Development and Client Management Services Nationwide (USA) **November 2010 to Present**

Government Contracting Services – 5 + years of experience with over \$30+M in Revenue Generation from Government Contracts and over 90 + FTEs **January 2017 to Present**

Talent Acquisition and IT Healthcare Client Management Services **November 2010 to Present**

Government Contracting Services **January 2017 to Present**

- Develops and executes operational plans, staff development programs, and process frameworks supporting multi-agency healthcare IT and operations contracts.
- Establishes company-wide policies and procedures for project governance, task order execution, and risk management.
- Negotiates and administers contracts with federal and state entities, ensuring compliance with **HIPAA and NIST 800-53** standards.
- Provides risk analysis and mitigation strategies across all delivery processes.
- Directs project teams responsible for IT support, data integration, and systems enhancement activities for healthcare organizations.
- Oversees financial management, including project-level P&L accountability and performance tracking.
- Leads task order responses and oversees resource alignment, schedule compliance, and client communication throughout the delivery lifecycle.
- Mentors cross-functional managers and project leads on compliance, client engagement, and performance reporting.
- Manages credentialing, audit preparation, and certification renewals for healthcare-related government contracts.
- Conducts internal audits and lessons-learned reviews to continuously improve project outcomes and service quality.

Key Achievements:

- Directed deployment of over **90+ FTEs** on concurrent federal and state task orders under strict timelines and compliance requirements.
- Received **“Exceeds Expectations”** ratings on government contract performance evaluations for three consecutive years.
- Led contract renewal efforts resulting in a **five-year extension** based on consistent delivery and quality metrics.
- Successfully implemented a **task order tracking system** to streamline reporting, scope control, and client visibility across all projects.



- Supported development of secure onboarding and data-handling protocols aligned with HIPAA and CMS MARS E standards.

8.2 Resume - Puneet Kathuria

Name	Puneet Kathuria
Proposed Labor Category	Recruitment Manager
Summary and Profile	
Accomplished US Staffing Professional with over 15 years of experience in recruitment and workforce management. Expertise spans the entire recruitment lifecycle, with a proven ability to drive operational excellence, foster client relationships, and achieve performance optimization.	
Education	
- Executive MBA (Senior Management Program) from IIM Nagpur - Completed a bachelor's in commerce from Monad University	
Certifications	
- MCSE, MCTS, MCP (Certified) - ITIL v4 Foundations Trained - PMP (In Progress) - Pursuing AIRS Certified Internet Recruiter (CIR) certification to enhance technical recruitment expertise.	
Technical Skills	
- Technical Assessment Tools: Familiar with HackerRank, Codility, and online coding platforms. - IT Job Market Expertise: Extensive knowledge of current trends in IT support, data analytics, and software development roles. - Recruitment Platforms: Proficient in ATS platforms such as Bullhorn, Workday, and Taleo. - Emerging Technologies: Strong understanding of AI, cloud computing, and cybersecurity markets.	
Certifications Additional Qualifications	
- MCSE, MCTS, MCP (Certified) - ITIL v4 Foundations Trained - Project Management Professional – PMP (In-Progress)	
Achievements	
- Customer Hero Award (2021) for exemplary customer-centric approach - Awarded as the Highest Productivity Team Manager with Judge SLA Model - Spot Award (2018) for exceeding targets and achieving the best debut revenue on a non-empaneled client. - President's Circle Service Delivery Specialist Award (3 consecutive quarters in 2015-2016) - Managed a \$7M portfolio for implementation clients (2016) - Highest Margin Achiever Award, Hewlett-Packard (2013) - Successfully led a 54-member team comprising Account Managers, Delivery Managers, and Recruiters - Volunteer in CMMI Level 3 and ISO Certifications Audits for a US Federal Agency as a Process Head/Program Manager for the Staffing Division	
Professional Experience	
LanceSoft Inc./Encode Inc.	
General Manager / Operations and Delivery Head	
September 2023 – Present	
Encode stands at the forefront of transformative consulting. We are dedicated to delivering strategic insights and solutions that empower our clients to navigate their unique challenges successfully. Our	



mission is to enable government agencies and commercial enterprises to thrive through our expertise and innovative approach.

Responsibilities:

- Lead recruitment and delivery teams, ensuring compliance with federal contract requirements.
- Oversee end-to-end recruitment processes, including sourcing, interviewing, and onboarding.
- Collaborate with C-level executives to align operational strategies with long-term goals.
- Implement and monitor KPIs, training programs, and process improvements to optimize efficiency.
- Drive financial performance for federal staffing projects, ensuring profitability and compliance.
- Managed technical recruitment for federal staffing projects, ensuring compliance with government hiring standards.
- Partnered with government entities to source IT professionals for high-priority projects.

Judge Group India

Senior Resource Manager

August 2020 – September 2023

- The Judge Group is an international professional services firm with deep expertise in consulting, learning, staffing & search, and offshore solutions; with more than 53 years' experience, we help people and companies solve complex business problems with speed and certainty, through intelligent technology, domain-specific experts, and customized client delivery processes.

Responsibilities:

- Managed portfolios across diverse sectors: IT, Biopharma, Financial Services, and more.
- Collaborated with top clients, including Boeing, JP Morgan Chase, Toyota Financial Services, and Siemens.
- Built and led teams across multiple locations, ensuring consistent delivery and client satisfaction.
- Participated in QBRs and client scorecard evaluations for performance reviews.
- Partnered with MSPs (e.g., Magnit, KellyOCG) to enhance business propositions.
- Recruited IT professionals for Fortune 1000 clients, achieving a 98% placement success rate.
- Built a talent pipeline of 500+ candidates for high-demand technical roles.

Mindlance

Senior Account Manager

June 2018 – August 2020

- Founded in 1999, Mindlance is a certified diversity business (MBE) and has been ranked one of the fastest growing U.S staffing firms by SIA for nine consecutive years. Mindlance has been recognized as one of the consistently best-performing partners to industry-leading MSP programs, including Kelly, TAPFIN, PROUnlimited, Pontoon, GRI, WorkforceLogiq, and Agile-1.

Responsibilities:

- Managed portfolios for implementation partners such as HCL America, Infosys, CGI, Cognizant, and Accenture
- Developed skill-based technology recruitment models and built talent pipelines.
- Led client-facing interactions to forecast business needs and generate leads.
- Successfully sourced and placed over 200 IT professionals annually for clients such as HCL America, Infosys, and Cognizant.
- Reduced time-to-fill for technical roles by 15% through skill-based recruitment models.

Net2Source Inc.

Business Unit Head

June 2017 – May 2018



- A leading global workforce solutions company for more than 450+ clients ranging from Fortune 500/1000 to Start-Ups across various verticals like Technology, Financial Services, Healthcare, Life Sciences, Aerospace, Oil & Gas, Energy, Retail, Telecom, Utilities, Technology, Manufacturing, the Internet, and Engineering.

Responsibilities:

- Supervised a 45-member team, driving recruitment targets and client engagement.
- Created sourcing business models and implemented end-to-end client mapping.
- Led a 45-member team to place IT professionals in roles such as data analysts, developers, and IT support staff.
- Achieved a 95% client satisfaction score for technical staffing projects.

Artech Information Systems

Service Delivery Specialist/Manager

May 2015 – May 2017

- Worked as a Service Delivery Manager dedicated to driving business objectives with an eager determination to succeed, bringing talent, skill, and drive to this current day's competitive market.

Responsibilities:

- Managed requirement generation and qualification processes.
- Fostered client relationships, participated in forecasting calls, and ensured compliance.

US Tech Solutions

Team Lead at

May 2014-May 2015

Responsibilities:

- Led a team of recruiters and coordinated with major clients, including Abbott Labs, Unisys, SC Johnson, Kimberly Clark, AstraZeneca, AbbVie, PNC Bank, and Boston Scientific.
- Performing a client coordinator role and working with the MSP's role for some of the major accounts, e.g., Unisys, Abbott Labs, and SC Johnson.

ETeam Inc.

Senior Technical Recruiter

May 2013 – May 2014

Responsibilities:

- Sourced, screened, and placed high-demand technical professionals for roles such as software developers, IT support engineers, data analysts, and network administrators.
- Partnered with hiring managers to understand technical job requirements, translating them into effective sourcing strategies.
- Used technical assessment tools (e.g., online coding tests) to evaluate candidate skills for positions requiring expertise in programming languages like Java, Python, and SQL.
- Achieved a 95% placement success rate, recruiting for Fortune 500 clients in industries such as healthcare, financial services, and IT.
- Reduced time-to-fill for technical roles by 20% by building a pipeline of pre-qualified IT candidates, improving responsiveness for urgent staffing needs.
- Conducted market research to stay updated on emerging technologies (e.g., cloud computing, AI, and cybersecurity) and adjusted recruitment strategies accordingly.
- Collaborated with internal teams to ensure compliance with client-specific requirements, including I-9 verification and E-Verify adherence.
- Delivered weekly recruitment performance metrics to clients, tracking time-to-fill, quality of hire, and candidate retention rates.

- Built strong relationships with technical professionals, maintaining a talent pool of over 300 IT candidates for future opportunities.

Key Achievements:

- Successfully placed 50+ IT professionals in high-demand roles within six months.
- Recognized as a top performer, exceeding recruitment targets by 15% during the tenure.
- Streamlined the technical interview process by implementing skill-based assessments, reducing the vetting time by 25%.

HMG America LLC

Technical Recruiter/Lead Recruiter

Nov 2009 – May 2013

Responsibilities:

- Led end-to-end recruitment for technical roles, including software engineers, database administrators, DevOps specialists, QA testers, and IT support staff.
- Specializing in identifying and hiring candidates with expertise in cloud-based technologies, big data analytics, and enterprise software solutions.
- Designed and implemented a technical sourcing model to target passive candidates, leveraging platforms such as LinkedIn, GitHub, and Stack Overflow.
- Conducted technical screenings, including coding challenges and system design evaluations, to ensure candidates met client requirements.
- Developed and maintained relationships with hiring managers to understand project-specific needs and provide tailored recruitment solutions.
- Met aggressive hiring deadlines for high-pressure staffing needs, achieving an average time-to-fill of 20 days for technical roles.
- Recruited for both private sector and public sector projects, ensuring compliance with client-specific and industry standards.
- Tracked recruitment metrics, including quality of hire, offer acceptance rate, and candidate satisfaction, to continuously improve the hiring process.
- Trained and mentored junior recruiters in IT recruitment best practices, improving team productivity by 30%.

Key Achievements:

- Successfully hired 100+ IT professionals annually, including niche roles in data science and cloud architecture.
- Reduced client turnover by 20% by matching technical talent with long-term project goals.
- Pioneered an internal database of 1,000+ pre-screened IT candidates, enabling faster response to urgent staffing needs.
- Contributed to the company's overall revenue growth by placing high-margin candidates in strategic client accounts.

New Initiatives

Launched the Sourcing Model within Judge Solutions for the Program known as "SourceCal" as the Head of the Program. Responsibilities were as follows:

- **SourceCal Program:** Launched a sourcing model at Judge India Solutions, training freshers in US staffing processes and transitioning them to core recruiting roles.
- **Client Optimization:** Implemented performance evaluations and created focused delivery strategies for recruitment teams.
- Participated in CMMI Level 3 and ISO certification audits for a US Federal Agency to ensure recruitment process compliance.



AUGUST 2026

City Manager Recruitment Proposal

FOR CITY OF DUBUQUE, IA

PRESENTED BY

Greg M. Prothman

President, GMP Consultants

GMP CONSULTANTS

Greg@gmphr.com

(206) 714-9499

www.gmphr.com





August 6, 2026

Ms. Kristen Dietz
Talent Acquisition Manager
City of Dubuque
50 W 13th Street
Dubuque, IA 52001

Dear Ms. Dietz,

Thank you for the opportunity to submit our proposal to assist the City of Dubuque with the recruitment of its next City Manager. We have reviewed the Request for Proposals in its entirety and confirm our understanding of, and agreement with, the scope of services, submission requirements, timeline, and terms and conditions as stated.

GMP Consultants is well positioned to support the City in this important effort, having conducted more than 900 recruitments nationwide, including hundreds of City Manager searches for Council-Manager communities. We are active in Iowa today, currently conducting the Fire Chief search for the City of Cedar Rapids.

This search will be led by two experienced Midwest consultants who have each served as a City Manager under the Council-Manager form. Dan Gifford, based in Iowa, began his career as Planning Administrator in Fairfield and retired as City Manager in Spencer, and serves the Iowa City/County Management Association as a Senior Advisor. Jeff Weldon, based in Minnesota, spent 29 years in municipal management, including City Manager and City Administrator roles across Minnesota and South Dakota. Their work is supported by a full project team handling candidate outreach, assessment, background review, and stakeholder facilitation.

Beyond that regional knowledge, we maintain an extensive national network built through years of work with cities, counties, and professional associations. Those relationships let us reach accomplished executives who are not actively looking, so even in a competitive market the City sees candidates who would never respond to a posting alone. Our approach pairs inclusive, transparent stakeholder engagement with the confidentiality an executive search requires, and all records will be maintained in compliance with Iowa law.

All services described in this proposal will be performed by GMP Consultants staff; no subcontractors will be used. As President of GMP Consultants, I am authorized to submit this proposal and to bind the firm to its commitments, and the proposal and fees remain valid for 90 days from the submission date.

If you have any questions or would like to discuss your specific needs, please do not hesitate to contact me at (206)714-9499 or greg@gmphr.com. We look forward to the opportunity to serve the City of Dubuque on this important recruitment.

Sincerely,

Greg M. Prothman
President

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Executive Summary

GMP Consultants proposes a full-service national search that delivers Dubuque a City Manager aligned with the City Council's 2030 goals, the Dubuque 2040 vision, and the demands of a full-service organization of more than 600 employees operating under the Council-Manager form.

Experience with Iowa and the Council-Manager Form

- More than 900 executive recruitments completed nationwide, including hundreds of City Manager and City Administrator searches
- Council-Manager expertise from the inside — both senior consultants have held the City Manager role in this form of government
- Successful placements in Midwest communities of comparable size and complexity, with Iowa references provided

A Midwest Team Assigned to Dubuque

- Dan Gifford (Iowa) — retired City Manager of Spencer, career begun in Fairfield, and Senior Advisor to the Iowa City/County Management Association
- Jeff Weldon (Minnesota) — 29 years in municipal management as City Manager and City Administrator across Minnesota and South Dakota
- Both are available for the full engagement and work directly with elected officials, supported by a dedicated project team

An Approach Built on Engagement and Evidence

- Structured engagement of Council, staff, residents, business leaders, and nonprofit partners shapes the position profile
- Targeted national outreach and direct recruitment reach accomplished executives who are not actively looking
- A semifinalist pool of approximately 7–10 with assessment summaries, followed by a Candidate Matrix scoring every candidate interviewed
- Comprehensive background investigations, Council deliberation support, and employment agreement assistance

Transparent Value, Confidentiality, and a Guarantee

- A fixed professional fee with milestone billing and itemized expenses
- Organized records and candidate confidentiality maintained in compliance with Iowa law
- A placement guarantee, plus optional onboarding and transition support ahead of the June 2027 vacancy

Profile and Firm Qualifications

Our Foundation

GMP Consultants is a public sector executive search firm with a collective 630 years of local government leadership experience. We pride ourselves in strong regional and national relationships.

GMP Consultants value the importance of local government in our communities. We offer our clients experienced subject matter experts with a solid understanding of municipal government coupled with decades of experience.

We have served in a wide range of executive positions, from city and county management to public works, planning, human resources, management information systems, police, fire and finance.

Our Philosophy

Our business philosophy centers on the understanding that this is a people related industry.

We have worked and lived in communities across the country, so we know first-hand that public service is both similar and unique in implementation one community to the next.

Our team takes the time to learn your values and vision so we can tailor our systematic process to your needs.

Our Qualifications

Founded and led by Greg M. Prothman, GMP consultants have worked on over 900 executives searches and over 100 public sector consulting projects.

Our senior search consultants are seasoned municipal leaders who are active in both national and state associations in their respective professional disciplines.

Council-Manager Expertise

GMP has extensive experience recruiting for communities operating under the Council-Manager form of government.

Both senior consultants on this recruitment have served as City Manager in this form of government. They understand the Council-Manager relationship and the balance of policy and administration it requires, and that experience shapes how we build the profile, evaluate candidates, and advise the Council.

Current Related Searches

We are currently conducting eight City Manager searches. A complete list of our completed City Manager and City Administrator searches is included in the Appendix.

- Richfield, MN
- Cannon Beach, OR
- Washougal, WA
- Kirksville, MO
- Toppenish, WA
- Roseburg, OR
- Lakewood, CO
- Lake Oswego, OR

GMP Consultant's Mission

To provide exceptional executive search, interim placements, and organizational consulting partnering with our clients to provide the highest quality services to their residents.

Meet Your Recruitment Team

Jeff Weldon – Senior Consultant



Jeff served 29 years in municipal management in Minnesota and South Dakota, including City Manager for Brookings and Yankton, SD; City Administrator for Redwood Falls, MN; and Assistant City Administrator for Apple Valley, MN. He was also an adjunct instructor at South Dakota State University in Public Administration and State and Local Government and served local government managers in Minnesota and South Dakota as a Senior Advisor for the state associations. Jeff holds a Bachelor's Degree from Minnesota State University and a Master's Degree from Hamline University. He has been active with the Coalition of Greater Minnesota Cities, Minnesota City/County Management Association, South Dakota Municipal League, and the International City Management Association (ICMA). A strong advocate for community involvement, Jeff has served with his church, the United Way, Rotary and Lions clubs, and the Chamber of Commerce. He and his wife, Tracie, have two grown children and five grandchildren.

Dan Gifford – Consultant



Dan is a retired City Manager with 27 years of municipal government experience. He has served cities from 1,800 to 12,000 in population. Dan is a life-long Iowan committed to public service in the state. Dan started his career as Planning Administrator for the City of Fairfield, IA and retired as City Manager for the City of Spencer, also serving the communities of Holstein and West Burlington along the way. Dan has a Master of Public Administration from Upper Iowa University and a Master of Urban and Regional Planning from the University of Iowa. He is a Credentialed manager with ICMA and holds the AICP credential from the American Planning Association. He currently serves the Iowa City Managers Association as Senior Advisor.

Jennifer Monsivais – Project Manager



Jen is a dedicated, customer service-oriented professional with ten years of experience working within a University Athletic program. She has built a reputation for being approachable, reliable, and deeply committed to creating positive experiences for internal and external stakeholders. Jen thrives in collaborative environments and finds genuine fulfillment in helping others pursue their full potential. Whether supporting clients, coordinating across departments, or assisting community members, she brings a thoughtful, people-first mindset to everything she does. Her passion for service and strong communication skills make her a trusted resource and valued team member.

Kate Hansen – Operations Manager



Kate brings 20 years of project management and administration experience spanning private business, nonprofit, and government. She is a certified Project Management Professional (PMP) and holds a B.A. in Theatre from Chapman University, with an emphasis in stage management. Kate brings a distinguishing blend of attention to detail, creativity, and critical thinking. Having served as a fire district administrator, political campaign manager and elected official, Kate possesses multi-faceted experience in local government.

Work Plan & Approach

We understand that this is not just filling a position but is a leadership transition within your organization. Our goal is to not only find a highly qualified candidate but a candidate who is the perfect fit for your organization and the community.

We suggest a four-phase process:

PHASE 1: PREPARATION

- Create Search Schedule & Plan
- Engage Stakeholders
- Identify Ideal Candidate Traits
- Design Recruitment Profile



PHASE 2: SOURCING

- Place Targeted Advertisements
- Mail Invitation to Apply Flyers
- Send Emails to Potential Candidates
- Make Phone Calls to Potential Candidates

PHASE 3: ASSESSMENT

- Identify & Research Leading Candidates
- Conduct Preliminary Interviews
- Hold Work Session for Client to Select Finalists



PHASE 4: SELECTION

- Design Final Interviews
- Conduct Reference & Background Checks
- Finalist Interviews
- Select Chosen New Hire & Negotiate



1. Preparation

Information Gathering & Profile Development

Planning Meeting

We meet with you to:

- Review the Scope of Work
- Establish a project schedule
- Identify the geographic scope of the search
- Review the compensation package
- Identify Key Stakeholders

Deliverable: Work Plan, Communication Protocols & Schedule

Stakeholder Engagement

Your Lead Consultants will meet with Key Stakeholders individually or collectively as appropriate to identify your agency's needs and the skills, talents & abilities necessary to help your agency thrive

Deliverable: Stakeholder Input Summary

Position Profile Development

Our design team will develop a custom Position Profile highlighting:

- Why Apply?
- Quality of Life
- Your Agency
- The Position
- Ideal Candidate Traits
- Challenges & Opportunities
- Compensation & Benefits
- Your social media

Deliverable: Recruitment Brochure & City Manager Position Profile

2. Sourcing

Strategic Outreach & Marketing

Advertising

Develop custom ads and post the position to extensive job boards and websites in regional and national professional associations along with postings on GMP's Job Board and LinkedIn page

Deliverable: Targeted National Recruitment & Advertising Strategy

Invitation to Apply

Our team creates a custom *Invitation to Apply* flyer mailed to our extensive database of City Manager professionals in Iowa and the surrounding areas

E-mail Outreach

We will send email announcements to over 4,900 City Manager professionals both locally and nationally

Personal Calls

Our consultant team will leverage their extensive knowledge of potential candidates to make personalized requests to potential candidates and their network

3. Assessment

Candidate Review & Screening

Receipt of Applications

Your lead consultant will review all application materials and send you regular updates on the candidate pool, maintaining organized records and confidentiality in compliance with Iowa law

Deliverable: Candidate Pool Status Reports

Preliminary Interviews

GMP screens every semifinalist and records the results in your Candidate Matrix, built to make qualified candidates easy to identify:

- In-depth internet query and preliminary interview
- Every candidate scored against your key criteria
- Narrative summary and application materials included

Deliverable: Candidate Matrix with Scores & Narrative Summaries

Work Session

The Work Session is where your decision makers select the candidates invited to final in-person interviews:

- Semifinalist pool of approximately 6–8 reviewed using the Candidate Matrix
- GMP guides design of your customized final interview process

Deliverable: Finalist Slate & Final Interview Design

4. Selection

Final Interviews

Preparation

- Conduct reference checks
- Facilitate candidate communications & travel
- Develop final interview materials including master interview schedule, draft interview questions, and candidate packets

Deliverable: Finalist Interview Schedule and Candidate Packets

Interviews & Selection

Your lead consultant will be on-site to facilitate

- Final interviews
- Panel debrief
- Evaluation of the candidates and potential consensus

Deliverable: Council Deliberation & Agreement Support

Employment Offer

Once a preferred candidate is identified your GMP will

- Conduct criminal history background check
- Assist in identifying potential contract elements
- Assist in the job offer and contract negotiations (if asked)
- Notify all unsuccessful finalists

Stakeholder Engagement Process

Strong stakeholder engagement is what separates a credible public-sector search from a routine one. Because no two communities are alike, GMP works directly with the City of Dubuque to choose from the examples below and build a **transparent, inclusive process** customized to the needs of Dubuque—turning community input into clear leadership criteria while balancing openness and inclusion with the confidentiality an executive search requires.

Why We Engage

- **Define success** – Translate Dubuque 2040 values and Council goals into clear leadership competencies
- **Build legitimacy** – Ensure the next City Manager is seen as credible and broadly supported
- **Surface risks early** – Identify Council priorities, organizational dynamics, and transition expectations
- **Strengthen transition** – Align expectations so the new leader succeeds from day one

How We Gather Input

- **Structured interviews** – one-on-one conversations with the Mayor, Council, and senior leaders
- **Focus groups** – Facilitated 6–12 person sessions with department staff and community partners
- **Surveys** – Anonymous, segmented employee and community input for quantifiable data
- **Listening sessions** – Open forums, in person and virtual, echoing the Imagine Dubuque model

Principles That Make It Work

- **Transparency with boundaries** – A published roadmap clarifies what input shapes and what stays confidential under Iowa law
- **Neutral facilitation** – Third-party facilitators reduce bias and build trust
- **Equity-centered access** – Multiple formats and translated materials widen participation
- **Consistent messaging** – Every stakeholder hears the same timeline, criteria, and process steps

Who We Engage

- **Internal** – Mayor and City Council, directors across nearly 30 departments, and staff citywide
- **External** – Residents, neighborhood associations, business and chamber leaders, nonprofit partners, and community organizations
- **Equity-centered** – Outreach reflecting Dubuque’s vision that ALL are welcome
- Stakeholders are segmented by **influence and impact**, not role alone

From Input to Leadership Profile

- Align themes with the City’s 2030 goals to define **core competencies** and **leadership priorities**
- Document **success factors and risks** to guide the search
- Deliver a **Stakeholder Engagement Summary** and **Position Profile**
- Translate input directly into **screening and interview criteria**

What Sets GMP Apart

- **Depth of engagement** – Well beyond a single survey and a handful of interviews
- **National benchmarking** – Input measured against comparable Iowa and Midwest cities
- **Actionable synthesis** – Themes translated into measurable, scoreable candidate criteria
- **Former-executive facilitators** – Neutral leaders who have served as City Manager

Professional References

Centennial Lakes Police Department, MN

Patrick Antonen – City Administrator, City of Circle Pines

PAntonen@circlepinesmn.gov

763 231 2605

City Administrator, City of Circle Pines

City of Brainerd, MN

Nick Broyles – City Administrator

nbroyles@ci.brainerd.mn.us

218 828 2307

City Administrator

Utilities Director

City of Cedar Rapids, IA

Rachelle Stewart – Human Resource Director

R.Stewart@cedar-rapids.org

319 286 5702

Fire Chief – In Process

City of North Branch, MN

Kevin Schieber – Mayor

kevins@ci.north-branch.mn.us

763 443 5951

Community Development Dir

City Administrator

Recruitment Schedule

Recruitments take approximately 90 to 100 days to complete

Kickoff Meeting		You & GMP: Meet to discuss timeline & search process
Profile Development	Week 1-2	GMP: Meet with key stakeholders & create position profile
Advertising	Week 3-7	GMP: Post ads; conduct candidate outreach
First Review	Week 8 -9	GMP: Conduct candidate screening & preliminary interviews
Work Session	Week 10	You & GMP: Review semifinalists and choose finalist candidates
Final Interview Prep.	Week 11-12	GMP: Conduct reference checks, create interview schedule, coordinate travel with candidates
Final Interviews	Week 12	GMP: Facilitate finalist interview process
Hiring Selection		You: Host interviews & make hiring selection

Professional Fee & Expenses

The professional fee for conducting a **City Manager** search is **\$20,000**. Professional fees cover all consultant and staff time required to conduct the recruitment. Expenses are additional. Professional fees are billed in three equal installments: at the beginning, halfway, and upon completion of the final interviews. If needed, re-advertising the position can be completed for an administrative fee of \$950 plus expenses.

Your Agency will be responsible for reimbursing expenses incurred on the Agency's behalf. All expenses are submitted at actual cost with no markup.

Expenses Include:

Job boards	\$1,800 - \$2,200
Direct Mail Announcements	\$1,700 - \$2,000
Consultant Travel	IRS mileage rate + \$87.50/hr.
Background Checks	\$225 per candidate

Guarantee & Warranty

Guarantee

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

Warranty

If the major elements of the process are followed and a candidate is not chosen, we will repeat the recruitment for a \$950 administrative fee plus expenses.

Selected Candidate Support

First Year Goals & Six-Month Evaluation – \$3750

We will assist in the selected candidate's success by working with the City to establish goals and expectations for the first year of service. We will also conduct a six-month performance evaluation designed to provide constructive and helpful feedback on work efforts and accomplishments to date, to provide any potential mid-course corrections and ensure success.

Leadership Assessment - \$2,000 *(per candidate)*

GMP partners with Martin-McAllister who works with organizations to understand the skills and characteristics that are most important to them in making hiring decisions. Using a combination of validated inventories and an interview with a licensed psychologist, Martin-McAllister evaluate candidates' problem-solving skills and style, personality characteristics, work style, motivations, and professional goals to give organizations a prediction of what they would see from candidates on the job.

Appendix - Related Searches By GMP Consultants

City & Borough of Sitka, AK
Municipal Administrator

City of Emeryville, CA
City Manager

Inyo County, CA
County Admin Officer

City & County of Broomfield, CO
Deputy City & County Manager

Eagle County, CO
County Manager

Town of Silverthorne, CO
Town Manager

City of Ketchum, ID
City Administrator

City of Sun Valley, ID
City Administrator

City of Medina, MN
City Administrator

North Branch, MN
City Administrator

City of Belgrade, MT
City Manager (2)

City of Polson, MT
City Manager

City of West Wendover, NV
City Manager

City of Astoria, OR
City Manager (2)

City of Canby, OR
City Administrator

City of Cottage Grove, OR
City Manager

City of Gladstone, OR
City Administrator

City of John Day, OR
City Manager

City of Lincoln City, OR
City Manager

City of Mt. Angel, OR
City Manager

City & Borough of Wrangell, AK
Borough Manager

City of South Lake Tahoe, CA
City Manager

Mono County, CA
Assistant County Admin Officer

City of Colorado Springs, CO
Assistant City Manager

Gunnison County, CO
Assistant County Manager

Blaine County, ID
County Administrator

City of Lewiston, ID
City Manager

City of Brainerd, MN
City Administrator

City of North Branch, MN
City Administrator

Stearns County, MN
County Administrator

City of Kalispell, MT
City Manager

City of Whitefish, MT
City Manager

County of Los Alamos, NM
County Administrator

City of Bandon, OR
City Manager

City of Coburg, OR
City Administrator

City of Damascus, OR
City Manager

City of Hermiston, OR
City Manager

City of La Grande, OR
City Manager (2)

City of McMinnville, OR
City Manager

City of North Plains, OR
City Manager

City of Thorne Bay, AK
City Administrator

Inyo County, CA
Deputy County Administrator

Mono County, CA
County Admin Officer

City of Louisville, CO
City Manager

Gunnison County, CO
County Manager

City of Hailey, ID
City Administrator

City of Post Falls, ID
City Administrator

City of Centerville, MN
City Administrator

City of Oak Park Heights, MN
City Administrator

City of Belgrade, MT
Assistant City Manager

City of Livingston, MT
City Manager

Town of West Yellowstone, MT
Town Manager (2)

City of Minot, ND
City Manager

City of Burns, OR
City Manager

City of Coquille, OR
City Manager

City of Drain, OR
City Administrator

City of Hood River, OR
City Manager

City of Lebanon, OR
City Manager

City of Milwaukie, OR
City Manager

City of Ontario, OR
City Manager

City of Scappoose, OR
City Manager (2)

City of Troutdale, OR
City Manager

City of West Linn, OR
City Manager

City of Woodburn, OR
City Administrator

Clatsop County, OR
County Manager (2)

Deschutes County, OR
County Administrator

Lane County, OR
County Administrator

City of Moab, UT
Assistant City Manager

City of Arlington, WA
City Administrator

City of Bingen, WA
City Administrator

City of Carnation, WA
City Manager (2)

City of Clyde Hill, WA
City Administrator

City of Covington, WA
City Manager

City of Edgewood, WA
City Manager (2)

City of Fircrest, WA
City Manager (2)

City of Issaquah, WA
Deputy City Administrator

City of Kennewick, WA
City Manager

City of Lake Stevens, WA
City Administrator

City of Leavenworth, WA
City Administrator (2)

City of Medina, WA
City Manager (2)

City of Shady Cove, OR
City Administrator

City of Umatilla, OR
City Manager

City of Wilsonville, OR
City Manager

City of Yachats, OR
City Manager

Crook County, OR
County Manager

Deschutes County, OR
Fair & Expo Director

North Plains, OR
City Manager

City of Moab, UT
City Manager

City of Bainbridge Island, WA
City Administrator

City of Bothell, WA
Assistant City Manager

City of Chehalis, WA
City Manager (2)

City of College Place, WA
City Administrator

City of DuPont, WA
City Administrator

City of Ellensburg, WA
City Manager

City of Gig Harbor, WA
City Administrator

City of Kelso, WA
City Manager

City of Lacey, WA
City Manager (2)

City of Lakewood, WA
Assistant City Manager

City of Longview, WA
City Manager

City of Mill Creek, WA
City Manager

City of Toledo, OR
City Manager

City of Waldport, OR
City Manager

City of Wood Village, OR
City Manager

Clackamas County, OR
County Administrator

Curry County, OR
County Administrator

Hood River County, OR
County Administrator

City of Spearfish, SD
City Administrator

Summit County, UT
County Manager

City of Battle Ground, WA
City Manager (2)

City of Bothell, WA
Deputy City Manager

City of Chelan, WA
City Administrator (3)

City of Connell, WA
City Administrator (2)

City of Duvall, WA
City Administrator

City of Fife, WA
City Manager

City of Issaquah, WA
City Administrator

City of Kenmore, WA
City Manager (3)

City of Lake Forest Park, WA
City Administrator (3)

City of Lakewood, WA
City Manager (2)

City of Lynden, WA
City Administrator

City of Monroe, WA
City Administrator

City of Moses Lake, WA

City Manager (3)

City of Mukilteo, WA

City Administrator

City of Normandy Park, WA

City Manager

City of Pasco, WA

City Manager (3)

City of Prosser, WA

City Administrator

City of Ridgefield, WA

City Manager

City of Shelton, WA

City Administrator

City of Shoreline, WA

Deputy City Manager

City of Stanwood, WA

City Administrator

City of Sunnyside, WA

City Manager

City of Walla Walla, WA

City Manager

City of Woodland, WA

City Administrator

City of Yelm, WA

City Administrator

Greys Harbor County, WA

County Administrator

Lewis County, WA

County Manager

Snohomish County, WA

Executive Director (2)

Town of Friday Harbor, WA

Town Administrator

City of Rawlins, WY

City Manager

City of Mountlake Terrace, WA

Assistant City Manager

City of Mukilteo, WA

Management Services Director

City of North Bend, WA

City Administrator

City of Pasco, WA

Deputy City Manager

City of Puyallup, WA

City Manager

City of Sammamish, WA

City Manager (2)

City of Shelton, WA

Management Assistant

City of Spokane Valley, WA

City Manager

City of Stevenson, WA

City Administrator

City of Tumwater, WA

City Administrator

City of White Salmon, WA

City Administrator

City of Yakima, WA

Assistant City Manager

Franklin County, WA

County Administrator

Island County, WA

County Administrator

Mason County, WA

County Administrator

Thurston County, WA

Assistant Chief Admin Officer

City of Casper, WY

City Manager

City of Riverton, WY

City Administrator

City of Mountlake Terrace, WA

City Manager (2)

City of Newcastle, WA

City Manager (2)

City of Othello, WA

City Administrator

City of Port Angeles, WA

City Manager

City of Renton, WA

Chief Admin Officer

City of SeaTac, WA

City Manager

City of Shoreline, WA

City Manager (2)

City of Spokane Valley, WA

Deputy City Manager

City of Sultan, WA

City Administrator

City of Vancouver, WA

Assistant City Manager

City of Woodinville, WA

City Manager

City of Yakima, WA

City Manager

Grays Harbor County, WA

County Administrator

Jefferson County, WA

Central Services Director

San Juan County, WA

County Manager

Town of Friday Harbor, WA

City Administrator

City of Gillette, WY

City Administrator

City of Sheridan, WY

City Administrator

CITY MANAGER

CITY OF LAKEWOOD

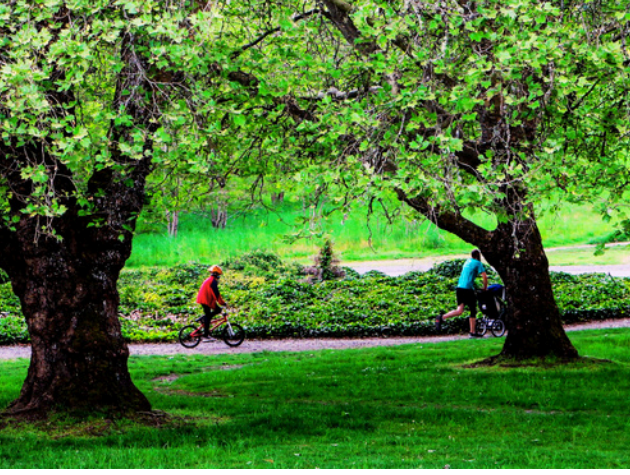
Washington



Why Apply?



This is a great opportunity for a seasoned municipal leader to lead the City of Lakewood. Lakewood is a thriving, urban, South Puget Sound city, characterized by the beauty of its lakes, parks and natural environment, and its vibrant and diverse population. The City is a well-managed organization with an experienced team of department directors and an effective City Council. Historically the Council has demonstrated a positive working relationship with the City Manager and staff. The current City Manager is retiring after twelve years of service. If you are looking to join a goal-focused organization committed to improving community amenities, maintaining public safety, and promoting redevelopment in core commercial areas, this may be the right opportunity for you.



WELCOME TO LAKEWOOD

Located 40 miles south of Seattle along the I-5 corridor, Lakewood is a vibrant community of 63,612 residents and the second largest city in Pierce County. Featuring expansive lakes and stunning views of Mount Rainier, Lakewood offers a rich cultural experience amid a backdrop of natural beauty—all within reach of Puget Sound's big cities.



Historically, this area was once a weekend retreat for wealthy Seattle residents who came to Lakewood to enjoy its lakes, forests, and prominent golf courses. Today the city has preserved its parks and open spaces while supporting thriving businesses as a strategic hub for the Seattle metropolitan area. Lakewood is also known as the home to Joint Base Lewis McChord (JBLM), the largest Army military installation in the western United States and the largest single-site employer in the state of Washington.



Diversity and vibrant cultural heritage are defining assets of Lakewood. With a majority population of people of color, Lakewood is a mix of languages, culture, heritage, visions, and values. The City fosters a strong and inclusive sense of community with annual events like Welcome Walk, Parks Appreciation Day, Youth Summit, Fiesta de la Familia, and SummerFEST.

Lakewood Towne Center serves as the city's primary shopping district. This open-air shopping and community hub features a civic center with City Hall; retail, dining, entertainment options; and tree-lined streets. Towne Center is also home to the historic and beloved Lakewood Playhouse which has hosted local theater productions, art performances, and community events since 1938.



Lakewood takes pride in its 540 acres of parks and seven lakes, totaling nearly two miles of water area that offer opportunities for fishing, waterskiing, boating, and paddling. The City's 340-acre Fort Steilacoom Park attracts over 1 million visitors a year. The community is served by Pierce Transit and the Sound Transit systems, providing excellent public transportation to the greater Tacoma/Seattle area. Sea-Tac International Airport serves the region 30 miles to the north.



THE CITY OF LAKEWOOD

Incorporated in 1996, the City of Lakewood serves a population of 63,612 across 19 square miles with a 2025 budget of \$120 million and a team of 222 FTEs. The City operates under a Council-Manager form of government with seven part-time, nonpartisan Councilmembers elected to staggered four-year terms. The City Council elects one of its members as Mayor. The Council enacts all legislation and general policy decisions governing Lakewood and appoints a City Manager to oversee the City's administrative functions and implement the policies and goals of the Council.

City services are provided through a combination of City employees, public and private contracts, and a number of partnerships to include community volunteerism and participation. The seven City departments are: City Manager, Legal, Administrative Services, Municipal Court, Police, Planning and Public Works, and Parks, Recreation & Community Services.

Lakewood Water District provides water services and Pierce County Public Works and Utilities provide sewer services. Garbage, recycling, and yard waste are provided by Waste Connections under contract with the City. West Pierce Fire and Rescue (WPFR) provides fire protection and emergency medical services to the Lakewood community. The City contracts with Nisqually Corrections and Pierce County Sheriff's Office for jail services. Tacoma Power, Puget Sound Energy, and Lakeview Light and Power deliver electric services. Puget Sound Energy is the primary purveyor of natural gas services.





THE CITY MANAGER

The City Manager serves as the chief executive officer of the City and serves at the pleasure of the City Council. The City Manager implements the policies and goals of the Council; manages and coordinates the overall operations of the City; and provides leadership, coordination, and development of City departments while ensuring the delivery of quality service and serving the needs of the public. This is accomplished through the expressed direction of the Council.

THE IDEAL CANDIDATE

- Transparent with excellent verbal and written communication skills; pro-active in the dissemination of information; responsive to Council members, the community, and staff; actively listens and follows through.
- An outgoing personality who enjoys engaging with the community and is comfortable establishing relationships and a network of community contacts.
- Experienced at working with the City Council (or elected body) in developing/updating strategic goals and objectives, setting policy direction, and keeping the City Council and staff informed.
- A confident and self-assured demeanor that will engender trust with Council and staff; proven skills in making timely, clear, and unambiguous decisions.
- Resourceful and strategic, capable of helping to position the City for thoughtful growth and economic development opportunities.
- Business friendly with relevant economic development experience, understands the processes and economics associated with growth, and how to encourage, manage, and leverage growth to benefit the community.
- Ability to provide structure for efficient city operations and evaluate and align organizational resources that reflect the Council's priorities.
- Fiscal acumen to understand and monitor the long-term financial stability of the City and how to fund/finance strategic public investments.
- A commitment to empowering employees and a demonstrated ability to mentor and develop key professional staff.



OPPORTUNITIES & CHALLENGES

Relationship Building

The new City Manager will need to quickly gain the trust and confidence of the Council, staff, and the community by demonstrating capable leadership to bring people together as a team and facilitate strong collaboration, especially as it pertains to decision making. The City Manager is key to maintaining the City's effective and positive relationship with Joint Base Lewis McChord (JBLM) in addition to nurturing its strong partnerships with state and regional agencies, local tribes, Pierce County, and neighboring cities.

Progress on the Adopted 2025-2026 City Council Goals

In August 2024, the City Council adopted [four goals](#) to direct the Lakewood community toward positive change and that serve as their policy direction. The City Manager will need to work with staff to ensure that specific benchmarks for the 2025-2026 biennium are achieved while keeping the City Council and Lakewood Community informed and engaged throughout the process.

Economic Development

The City wants revitalization of its downtown and the district subareas that support the long-term vision of vibrant, sustainable, and economically thriving urban environments. The City has funding to complete the 30% project design phase of its downtown green street loop project and there are several new multi-family housing projects in the City's planning and permitting pipeline. Helping the community to understand how this residential development can be a catalyst for the desired revitalization of downtown should be a key focus of the City Manager.

Financial Stability

The City is in an excellent financial position, with very low debt and adequate reserves. The City needs to maintain its positive financial condition and outlook, while planning strategically to fund and finance a multi-generational community center, urban park(s) within the downtown area, and other key capital improvements.

Public Safety

The City believes that public safety is a collaborative effort encompassing community policing, court, and social and human service. The City continues to focus on community engagement to increase community-based policing and has set milestones and benchmarks as part of a comprehensive public safety strategy to reduce crime and create a safer City. The City Manager should collaborate with departments to maintain the City's focus and progress on achieving public safety milestones.



COMPENSATION & BENEFITS

The City of Lakewood is offering an annual salary range of \$240,000 to \$275,000 for this position, dependent upon experience and qualifications, along with a comprehensive benefits package.

- Medical, Dental, Vision Insurance
- Life Insurance/LTD/Survivor Income plans
- WA PERS Retirement
- 457 Deferred Compensation Plan
- Vacation, Medical, & Management Leave
- Car Allowance
- No WA state income tax

EDUCATION & EXPERIENCE

Bachelor's degree from an accredited college or university in public or business administration, or related field (master's degree desired); and at least 7 - 10 years of progressively responsible experience in municipal government with 5 years of senior management responsibility. Or any satisfactory combination of experience and training which demonstrates the knowledge, skills, and abilities to successfully perform the job.

TO APPLY

Apply Online: gmphr.com

First Review: **April 28, 2025**

More Info: Debbie Tarry, GMP Consultants
dtarry@gmphr.com / (425) 308-2957

RESOURCES

[2025-2026 Biennium Budget](#)

[Org Chart](#)

[Comprehensive Plan](#)

[City Council Goals 2025-2026](#)

City Videos:

- [SummerFEST](#)
- [Build Your Better Here](#)
- [Fiesta de la Familia](#)
- [Making a Difference](#)
- [Summer Concerts](#)
- [Farmers Market](#)

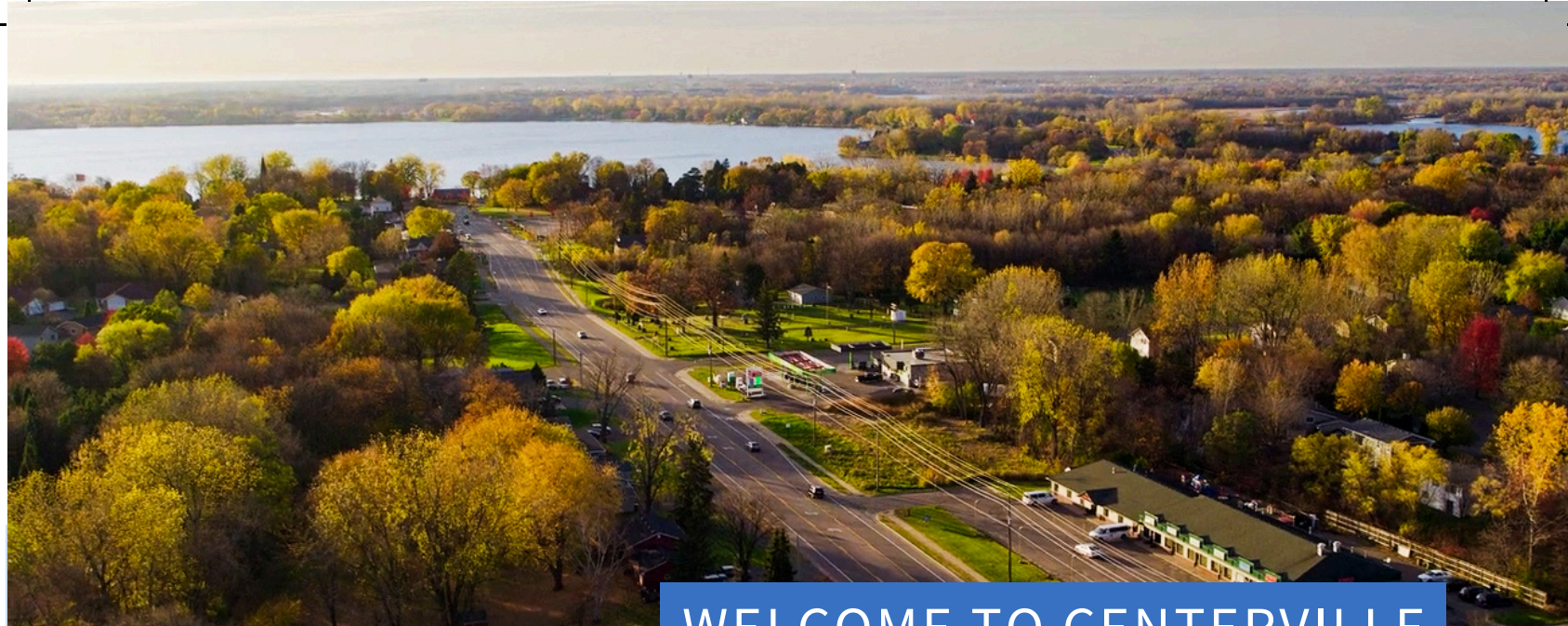


City of
Lakewood



Lakewood Police





WELCOME TO CENTERVILLE

WHY APPLY?

Surrounded by lakes and natural beauty, Centerville is a hidden gem within the seven-county metropolitan area. The City has a strong financial position, outstanding schools, beautiful parks and trails, and a strong sense of hometown pride. The City embraces innovative public safety service delivery through joint powers agreements with neighboring communities. Centerville is a great place to grow your career while guiding thoughtful development and redevelopment that fits the community's overall vision through broad community engagement efforts.

Dear Colleague,

GMP Consultants is assisting the **City of Centerville**, MN in finding a **City Administrator**. Perhaps this is the right time in your career to consider this exciting opportunity. If not, would you please pass this on to others who may be interested?

Thank you for your consideration and assistance.

Linda Woulfe, GMP Consultants
lwoulfe@gmphr.com / (612) 965-0237



Greg M. Prothman, President
greg@gmphr.com / 206-714-9499



gmphr.com

THE CITY OF CENTERVILLE

Incorporated in 1910, the City of Centerville is a Plan A Statutory City with a Mayor and a four-member Council. The Mayor serves a two-year term, and each of the four City Council Members serves four-year terms. The City Council appoints a City Administrator to serve as the Chief Administrative Officer of the City. Committees and Commissions include the Economic Development Authority (EDA), Parks & Recreation Committee, and the Planning and Zoning Commission.

The City serves a population of 3,912 across 2.4 square miles with a 2025 budget of \$3.5 million and a team of 8 FTEs across three departments: Administration, Finance, and Public Works. The City contracts for planning and engineering services, and police and fire services are provided through a joint powers agreement with the Centennial Lakes Police Department and Centennial Fire District.

THE CITY ADMINISTRATOR

The City Administrator directs the administration of city affairs as provided by City Council action, state and federal statutes, and coordinates with the City Council in the administration of city affairs. The City Administrator develops and implements programs, work plans, and budgets which advance the City Council's policies and directives with the involvement and assistance of City Department Heads and Staff. Under Council direction, the City Administrator plans, coordinates, directs, and evaluates the implementation of municipal services, programs, initiatives, and policies while perpetuating and managing a collaborative team-oriented culture with all City Employees.

EDUCATION & EXPERIENCE

Bachelor's degree from an accredited four-year college or university in public administration, business administration, or a closely related field (advanced degree or equivalent desirable); minimum of 3 years of progressively responsible municipal management experience; and 2 years of supervisory experience.



**TO
APPLY**

Visit: gmphr.com

Salary Range: **\$110,000 to \$140,000 annually DOQ**

First Review: **April 27, 2025**

More Info: Linda Woulfe, GMP Consultants
lwoulfe@gmphr.com / (612) 965-0237



[Position]
[Client]

Semifinalist Screening Matrix
CONFIDENTIAL

[Date]
GMP Consultant: [Name]

CANDIDATE	WORK / EDUCATION	[CRITERIA 1]	[CRITERIA 2]	[CRITERIA 3]	[CRITERIA 4]	[CRITERIA 5]	[CRITERIA 6]	[CRITERIA 7]	RECOMMEND
Candidate 1		TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Candidate 2		TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Candidate 3		TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Candidate 4		TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Candidate 5		TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Candidate 6		TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Candidate 7		TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Candidate 8		TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Candidate 9		TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Candidate 10		TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Candidate 11		TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Candidate 12		TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Candidate 13		TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Candidate 14		TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Candidate 15		TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD

RATING KEY	Outstanding: Significantly exceeds the position requirements and stands out among the applicant pool
	Strong: Exceeds the minimum qualifications and demonstrates strong potential for success in the role
	Competent: Meets the minimum qualifications and demonstrates the ability to perform the essential functions of the position
	Marginal: Meets some qualifications but has notable gaps in experience, skills, or competencies
	Poor: Does not meet the minimum qualifications or key requirements of the position

[Employer, State - Position Title]	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
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[Position]
[Client]

Semifinalist Screening Matrix
CONFIDENTIAL

[Date]
GMP Consultant: [Name]

CANDIDATE	WORK / EDUCATION	[CRITERIA 1]	[CRITERIA 2]	[CRITERIA 3]	[CRITERIA 4]	[CRITERIA 5]	[CRITERIA 6]	[CRITERIA 7]	RECOMMEND
Candidate 1 [City, State]	[Employer, State - Position Title]	Consultant Comments: [consultant summary here]							
	[Employer, State - Position Title]								
	[Degrees]								
Candidate 2 [City, State]	[Employer, State - Position Title]	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	[Employer, State - Position Title]	Consultant Comments: [consultant summary here]							
	[Employer, State - Position Title]								
	[Degrees]								
Candidate 3 [City, State]	[Employer, State - Position Title]	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	[Employer, State - Position Title]	Consultant Comments: [consultant summary here]							
	[Employer, State - Position Title]								
	[Degrees]								
Candidate 4 [City, State]	[Employer, State - Position Title]	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	[Employer, State - Position Title]	Consultant Comments: [consultant summary here]							
	[Employer, State - Position Title]								
	[Degrees]								
	[Employer, State - Position Title]	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD

[Position]
[Client]

Semifinalist Screening Matrix
CONFIDENTIAL

[Date]
GMP Consultant: [Name]

CANDIDATE	WORK / EDUCATION	[CRITERIA 1]	[CRITERIA 2]	[CRITERIA 3]	[CRITERIA 4]	[CRITERIA 5]	[CRITERIA 6]	[CRITERIA 7]	RECOMMEND
Candidate 5 [City, State]	[Employer, State - Position Title]	Consultant Comments: [consultant summary here]							
	[Employer, State - Position Title]								
	[Degrees]								
Candidate 6 [City, State]	[Employer, State - Position Title]	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	[Employer, State - Position Title]	Consultant Comments: [consultant summary here]							
	[Employer, State - Position Title]								
	[Degrees]								
Candidate 7 [City, State]	[Employer, State - Position Title]	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	[Employer, State - Position Title]	Consultant Comments: [consultant summary here]							
	[Employer, State - Position Title]								
	[Degrees]								
Candidate 8 [City, State]	[Employer, State - Position Title]	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	[Employer, State - Position Title]	Consultant Comments: [consultant summary here]							
	[Employer, State - Position Title]								
	[Degrees]								
	[Employer, State - Position Title]	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD

[Position]
[Client]

Semifinalist Screening Matrix
CONFIDENTIAL

[Date]
GMP Consultant: [Name]

CANDIDATE	WORK / EDUCATION	[CRITERIA 1]	[CRITERIA 2]	[CRITERIA 3]	[CRITERIA 4]	[CRITERIA 5]	[CRITERIA 6]	[CRITERIA 7]	RECOMMEND
Candidate 9 [City, State]	[Employer, State - Position Title]	Consultant Comments: [consultant summary here]							
	[Employer, State - Position Title]								
	[Degrees]								
Candidate 10 [City, State]	[Employer, State - Position Title]	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	[Employer, State - Position Title]	Consultant Comments: [consultant summary here]							
	[Employer, State - Position Title]								
	[Degrees]								
Candidate 11 [City, State]	[Employer, State - Position Title]	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	[Employer, State - Position Title]	Consultant Comments: [consultant summary here]							
	[Employer, State - Position Title]								
	[Degrees]								
Candidate 12 [City, State]	[Employer, State - Position Title]	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	[Employer, State - Position Title]	Consultant Comments: [consultant summary here]							
	[Employer, State - Position Title]								
	[Degrees]								
	[Employer, State - Position Title]	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD

[Position]
[Client]

Semifinalist Screening Matrix
CONFIDENTIAL

[Date]
GMP Consultant: [Name]

CANDIDATE	WORK / EDUCATION	[CRITERIA 1]	[CRITERIA 2]	[CRITERIA 3]	[CRITERIA 4]	[CRITERIA 5]	[CRITERIA 6]	[CRITERIA 7]	RECOMMEND
Candidate 13 [City, State]	[Employer, State - Position Title]	Consultant Comments: [consultant summary here]							
	[Employer, State - Position Title]								
	[Degrees]								
Candidate 14 [City, State]	[Employer, State - Position Title]	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	[Employer, State - Position Title]	Consultant Comments: [consultant summary here]							
	[Employer, State - Position Title]								
	[Degrees]								
Candidate 15 [City, State]	[Employer, State - Position Title]	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	[Employer, State - Position Title]	Consultant Comments: [consultant summary here]							
	[Employer, State - Position Title]								
	[Degrees]								



CITY MANAGER EXECUTIVE SEARCH

Prepared For

The City of Dubuque, Iowa

Masterpiece on the Mississippi

Date of Issue: **July 02, 2026**

PROPOSAL DUE DATE: August 09, 2026



CONTACT SHEET

August 06, 2026



City Manager - Executive Search Proposal

Goodwin Recruiting, LLC

POC: Kalyn Schreckhise

Quad Cities, IL

kschreckhise@goodwinrecruiting.com | 309.223.3373

POC: Neil A. Maria

Washington DC Metro Region

nmaria@goodwinrecruiting.com | 301.276.5464



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SECTION A – Letter of Transmittal

06-August-26

City Manager - Recruitment Services

Kristen Dietz
Talent Acquisition Manager
The City of Dubuque
50 W. 13th Street
Dubuque, IA 52001

Dear Ms. Dietz,

Goodwin Recruiting is pleased to formally certify the *availability and commitment* of our project team to support the Executive Search of a City Manager as outlined in the request for proposals for *City Manager Recruitment Services*.

Founded in 1999, Goodwin Recruiting has grown and expanded into a full-service Executive Search and Recruiting firm for the Public, Private, and Non-Profit sectors that include over 350 Recruiting Partners throughout the United States. With a focus on integrity, personalized service, and comprehensive support, Goodwin Recruiting strives to connect clients with top talent.

It's our commitment to making the right connections that has facilitated our consistent growth. We have never lost sight of our founding principles and the original commitment to finding the best connection for every client and candidate.

As we progress through 2026, recent recognition continues to follow the moments we're most proud of:

- 6th Year Achieving Forbes America's Best Executive Recruiting Firms - #28
- 7th Year Achieving Forbes America's Best Professional Recruiting Firms - #19

We confirm that the team assigned to this project is fully available to perform all services described, including project management, sourcing, candidate evaluation, reporting, and client communication. All team members have the capacity to begin work immediately upon request and will remain dedicated to this engagement for its duration unless otherwise requested by *The City of Dubuque*.

Goodwin Recruiting further certifies that:

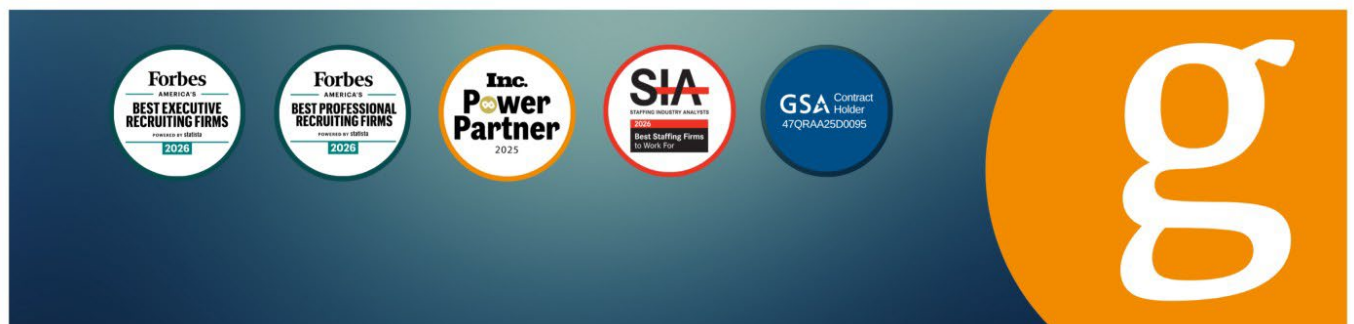
- The selected Proposer will be required to execute the City's Insurance Schedule J Agreement (EXHIBIT A). A sample of this Agreement has been reviewed, and the City reserves the right to amend or edit this Agreement however it sees fit.
- We have reviewed the Standard Terms and Conditions (EXHIBIT B).
- We have the staffing, resources, and operational capacity to meet all project milestones and deliverables.
- We will provide continuous support, including weekly reporting, transparent communication, and milestone-based accountability.
- No conflicts of interest exist that would prevent us from performing the services described.
- Proposal shall remain valid for a period of not less than 120 calendar days from date of submittal
- Our team will ***maintain strict confidentiality***, adhere to all professional standards, and comply with all contractual requirements.

We appreciate the opportunity to partner with ***The City of Dubuque*** and stand ready to begin work upon approval.

Sincerely,

Neil Maria

Neil A. Maria | Recruiting Partner – Executive Search | nmaria@goodwinrecruiting.com



SECTION B – Executive Summary

City Manager Recruitment

The City of Dubuque seeks a recruitment partner capable of delivering a comprehensive, transparent, and high-quality executive search for its next City Manager. This role is central to the City's day-to-day municipal operations and implementing the policy direction set by the Mayor and City Council. As the oldest incorporated city and full-service municipal organization known for its historic architecture, revitalized urban core, and vibrant waterfront, the City Manager must be a seasoned municipal leader who can navigate the complexity of nearly 30 departments, divisions that make up approximately 600 employees, and aligns with Dubuque's 2040 Vision Statement.

Our firm offers a disciplined, full-service recruitment methodology that directly aligns with the City's stated requirements in the RFP, including position profiling, search strategy development, targeted marketing and advertising, candidate assessment, structured interviews, screening, and facilitation of employment agreement negotiations.

We bring deep experience supporting mid-sized municipalities, ensuring that our process is tailored to the operational realities and governance priorities of The City of Dubuque.

We will deliver a candidate slate that reflects the City's values, expectations, and strategic direction—prioritizing leadership capability, ethical integrity, and commitment to public service. Our approach emphasizes stakeholder engagement, rigorous evaluation, and commitment to a diverse candidate pool. Through proactive communication, milestone-based project management, and transparent reporting, we will ensure The Selection Committee receives the information and candidate insights needed to make a confident and informed selection.

This proposal outlines our methodology, timeline, deliverables, and partnership philosophy—each designed to support a successful recruitment outcome for The City of Dubuque and to secure a City Manager who will serve the community with excellence.

SECTION C – Company History, Background & Experience

C.1) HISTORY

Goodwin Recruiting is a full-service recruiting agency founded in 1999 to provide specialized recruitment services. We have gained recognition as one of Forbes' America's Best Recruiting Firms for both Professional and Executive Search since 2020. Our mission is to enhance clients' businesses while positively impacting candidates' lives through effective placements.

What sets Goodwin Recruiting apart is our specialized knowledge and expertise in a variety of industries, and our commitment to timely and transparent communication throughout the recruitment process.

We emphasize gaining a thorough understanding of the specific needs of our clients, to match and deliver the best possible candidates to the roles. With a focus on building strong relationships with both clients and the jobseekers we engage with, Goodwin ensures that placements are beneficial for all parties involved, fostering long-term employment satisfaction. ***Our Net Promoter Score with our candidates greatly exceeds industry average at over 92% consistently.***

Additionally, Goodwin Recruiting combines nationwide reach with local expertise, as our **350+** recruiters are strategically positioned across the U.S. This local presence allows for valuable insights and connections that enhance the recruitment process. By engaging with the community and prioritizing personalized service, Goodwin distinguishes itself from larger firms, making it a preferred choice in the recruiting landscape.

C.2) PROJECT LEADS - TEAM BIOS

Public-Sector Executive Search Bio — Kalyn Schreckhise (Quad Cities)



Kalyn Schreckhise (*currently available*) is a disciplined recruiting partner with a service-driven leadership background and a proven ability to support city governments, municipal departments, and public agencies through transparent, equitable, and community-aligned search processes. She brings more than a decade of experience across talent acquisition, operations management, stakeholder communication, and values-based team leadership — a combination that aligns directly with the accountability, public visibility, and service-delivery priorities of city leadership roles.

As a Senior Recruiter Partner and Learning & Resource Coordinator with Goodwin Recruiting, Kalyn manages searches across technical, administrative, operational, and leadership functions, consistently delivering candidate pools that reflect both professional excellence and alignment with public-service values. She is known for her structured approach, communication discipline, and ability to build trust with diverse stakeholder groups.

Kalyn's operational foundation includes ten years in progressive leadership roles within the hospitality sector, managing properties for Hilton, Marriott, Aloft Hotels, and Country Inn & Suites. As a General Manager, she oversaw HR, training, budget stewardship, crisis response, and community engagement, leading her property to #1 in regional guest satisfaction. This experience mirrors the competencies essential to municipal leadership — stewardship of public resources, service excellence, cross-department coordination, and responsiveness to community needs.

A core pillar of Kalyn's work is her commitment to structured, consistent, and objective recruitment practices. She applies targeted sourcing strategies, clearly defined evaluation criteria, and thoughtful candidate engagement throughout each search. Her approach helps organizations identify highly qualified leaders who align with the position, organizational priorities, and long-term goals.

Public-Sector Executive Search Bio — Neil Maria (Wash DC Metro)



Neil A. Maria, (*currently available*) is a senior recruiting and executive search professional with twenty (20+) years of extensive experience leading high-impact hiring initiatives across public-sector agencies, transportation organizations, and complex, mission-driven institutions. Known for his disciplined search methodology, strategic advisory capabilities, and commitment to transparency, Neil brings a steady, structured, and partnership-driven approach to identifying leaders who can guide public organizations through modernization, accountability, and operational excellence.

With a background spanning corporate recruiting, leadership hiring, and talent strategy, Neil excels at working with boards, executive teams, and cross-functional stakeholders to define leadership expectations, build competency-based evaluation frameworks, and design search processes that align with statutory requirements, open-records obligations, and public-sector values.

Neil is recognized for his ability to manage high-visibility searches with clarity, rigor, and communication discipline. He brings a structured approach to candidate assessment, ensuring that every stage of the search — from discovery and sourcing to evaluation and finalist selection — is executed with consistency, fairness, and alignment to public-service standards. Clients value his judgment, his steadiness, and his ability to deliver finalist slates that reflect both technical capability and alignment with organizational mission.

Neil integrates equitable sourcing strategies, structured evaluation practices, and community-aligned leadership criteria into every search he leads. His work strengthens representation, expands access to leadership opportunities, and supports public institutions in building leadership teams that reflect the communities they serve.

Throughout his career, Neil has supported executive searches that have transformed organizations, strengthened leadership continuity, and advanced long-term strategic goals. He brings professionalism, insight, and a deep respect for public institutions — ensuring that every engagement is executed with excellence and transparency

C.3) *EXPERIENCE OF EXECUTIVE MANAGEMENT (Organizational Structure)*

Allegra Highsmith (VP of Recruiting) – [Allegra Highsmith | LinkedIn](#)

Allegra comes from a background in hospitality management and started with Goodwin Recruiting in 2013. She found quick success, moving from a recruiting partner to the Director of Team Development, further leadership roles, and now a VP. Her passion for helping people reach their full potential has been evident throughout her career - helping candidates find new jobs, driving clients to bring on the best talent to propel their businesses forward, and supporting and developing the team at Goodwin. Allegra's energy and expertise have shown through every stage of her career.

Andy Decker (CEO) - [Andy Decker | LinkedIn](#)

Growth-focused executive passionate about aligning people with purpose and turning vision into action. Andy is known for strategic thinking, scaling operations, building high-performing teams, and unlocking potential while balancing my time between organizational leadership, process improvement and client development. Andy's three main responsibilities are rapidly growing the number of recruiting professionals on the team, enhancing operational efficiencies; fostering innovation; and maintaining and strengthening the internal culture. Focused on the development, refinement and implementation of Goodwin Recruiting long-term business plan for the U.S. market including business development, resources and objectives. Operationally, Andy has direct financial reporting and compliance, oversee the maintenance of all professional and service relationships, direct Goodwin Recruiting marketing efforts, and develops business strategies to further enhance our growth and success.

SECTION D – Scope of Services

D.1) Project Initiation & Planning

A. Kickoff & Alignment

- Meet with the City Council, Mayor, and related stakeholders (***Selection Committee***) to confirm project goals, expectations, and communication protocols.
- Establish a detailed project timeline aligned with the ***Selection Committee's*** appointment target start-date for the City Manager.

B. Community & Stakeholder Engagement

- Conduct structured listening sessions with the ***Selection Committee***
- Identify leadership characteristics, competencies, and priorities desired for the City Manager.

C. Position Definition / Profile Development

- Review and validate any existing position descriptions related to the City Manager.
- Recommend updates to reflect current needs, community expectations, and modern municipal leadership standards.
- Develop selection criteria and evaluation methodology with the ***Selection Committee***.
- Design brochures and provide advertising across multiple platforms.

D.2) Deliverable Completion Explanation / Outline

A. Executive & Leadership Search

- Competency-based evaluation and structured interview frameworks.
- Market mapping and competitive intelligence.
- Final shortlist calibration and decision support.

B. Talent Mapping & Sourcing Intelligence

- Advanced Boolean and AI-driven sourcing.
- Passive candidate identification and outreach.
- Market insights, compensation trends, and talent availability analysis.
- Custom target lists aligned to industry, geography, and role profile.

C. Candidate Experience Management

- High-touch communication throughout the process.
- Interview scheduling, coordination, and logistics.
- Assessment administration and reference coordination
- Ensuring a professional, consistent, brand-positive candidate journey.
- Acknowledge receipt of candidates' application materials and maintain communication with all candidates throughout the recruitment process.

D. Reporting, Analytics & Project Operations

- Bi-Weekly pipeline dashboards
- KPI tracking (*submittals, interviews, conversions, time-to-fill*)
- Executive-level reporting to the ***Selection Committee***.

E. Specialized Recruiting Technology

- Enterprise-level sourcing and outreach
- AI-enhanced search and talent intelligence platforms.
- CRM/ATS systems for documentation, workflow, and compliance.
- Market research and competitive intelligence tools.

F. Structured Search Methodology

- Role intake and success in profile development.
- Sourcing strategy design and milestone planning.
- Candidate evaluation frameworks (*behavioral, competency-based, leadership criteria*).
- Final shortlist presentation and hiring decision support.

G. Dedicated Project Team

- Project Leads / PoC (*See Bios*) – strategy, evaluation, client partnership
- Research & Sourcing Specialist – talent mapping, sourcing, outreach
- Industry Strategist(s) – Industry specific and market intelligence expertise
- Project Administrator – reporting, analytics, documentation

H. Why Clients Choose Goodwin Recruiting

- Speed + Precision - Rapid sourcing without sacrificing quality.
- Transparency – Weekly reporting and milestone-based accountability.
- Expertise - 25+ years delivering leadership and project-based searches.
- Scalability - Ability to support single roles or multi-position hiring initiatives.
- Partnership - A consultative, collaborative approach that aligns with your goals.

I. Forecasted Work Locations

- Dubuque, IA (*includes options for onsite visits*)
- Quad Cities, IL
- Washington, DC Metro
- Exeter, NH

SECTION E – *Fixed Fee Cost Proposal

- Fixed Search Fee: \$33,000.00
- Finalists' Background Check Fee: Reimbursable Expense
- Terms:
 - One-half of fixed fee is due on or about contract execution
 - Remaining half of the fixed fee is due on or about candidate start-date.
- Guarantee: If selected candidate is no longer with The City of Dubuque (*except for a reduction of staff*) One-Hundred Eighty (180) days from candidate start-date, Goodwin Recruiting will replace the candidate with no additional cost to The City of Dubuque.

**Acceptable Fee/Terms/Guarantee are negotiable and subject to review by the City and Goodwin Recruiting.*

SECTION F – Tentative Search Project Management & Timeline

Phase 1 – Profile, Discovery & Engagement (Weeks 1–8)

- Kickoff meeting with the City Council and designated stakeholders (*Selection Committee*)
- Review of RFQ requirements, governance expectations, and public-sector constraints
- Discovery interviews with the *Selection Committee*.
- Update selected description and leadership profile to reflect The City of Dubuque strategic priorities
- Finalize project plan, communication cadence, and evaluation framework

Phase 2 – Posting, Regional and National Sourcing & Candidate Outreach (Weeks 9–16)

- Launch regional and national search with equitable, inclusive sourcing strategies
- Design e-brochures and provide advertising across multiple platforms
- Targeted outreach to public-sector City Managers & related talent
- Identify and actively recruit qualified candidates in order to attract a diverse candidate slate aligned with The City of Dubuque mission and values
- Bi-Weekly progress reporting to the *Selection Committee*
- Schedule and coordinate initial screening interviews and competency-based evaluations

Phase 3 - Candidate Assessment, Shortlist Screening, and Interviews (Weeks 17-20)

- Schedule interviews using the *Selection Committee*-aligned leadership competencies
- Leadership assessments for short-list of candidates.
- Presentation of recommended shortlist to the *Selection Committee*
- Professional reference checks and preliminary background reviews on finalists
- Selection Committee identified finalist candidate(s)

Phase 4 - Finalist Interviews (Weeks 21-24)

- Coordination of finalist interviews with *Selection Committee*
- Facilitation of public finalist sessions, community forums, and stakeholder meetings
- Collection and synthesis of stakeholder feedback for Selection Committee
- Support Selection Committee deliberation and finalist selection

Phase 5 - Offer Development, Negotiation, Transition & Onboarding (Weeks 25-28)

- Assist *Selection Committee* with offer development and contract negotiation
- Conduct background investigations
- Coordinate start-date planning, onboarding, and any leadership transition support
- Deliver final report summarizing search methodology, candidate pool, and outcomes

SECTION G – Addenda Acknowledgement and Contract Guarantees

Addenda Acknowledgement

Goodwin Recruiting confirms that we have thoroughly reviewed all **Addenda and Notices** issued for the by The City of Dubuque – Executive Recruitment Services. Our team has examined each update, clarification, and supplemental instruction posted through the Vendor Portal to ensure full alignment with The City of Dubuque current requirements. We further affirm that our proposal reflects all information released to date and that no outstanding addenda remain unacknowledged.

SECTION H – Recent Experience Performing SLED Related Searches (*Company Confidential)

- 1) City Public Defender – Chenango County, New York
- 2) City Transportation Engineering Director – City of Rancho Cordova, California
- 3) Water & Sewer Construction Superintendent – City of East Point, Georgia
- 4) Community & Economic Dev. Administrator – Board of County Commissioners, Hamilton County, Ohio

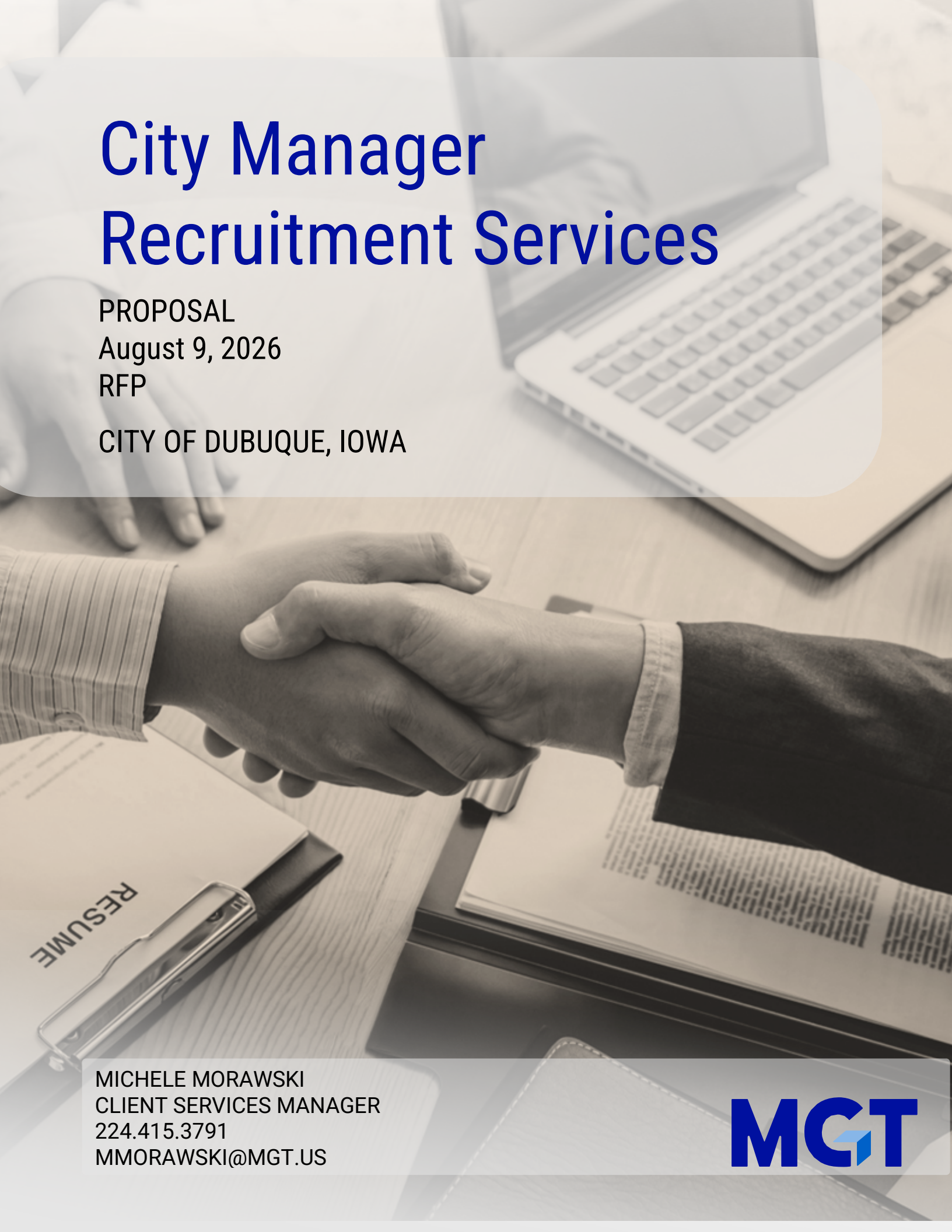
*Contact Phone Numbers & Emails provided upon request for confidential reference checks.

SECTION I– Optional Additional Services

- A 90-day onboarding roadmap including stakeholder introductions, priority briefings, and transition milestones.



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City Manager Recruitment Services

PROPOSAL

August 9, 2026

RFP

CITY OF DUBUQUE, IOWA

MICHELE MORAWSKI
CLIENT SERVICES MANAGER
224.415.3791
MMORAWSKI@MGT.US





Transmittal Letter

August 9, 2026
Kristen Dietz, Talent Acquisition Manager
City of Dubuque

Dear Ms. Dietz:
The City of Dubuque (City) is preparing for an important leadership transition. Its next City Manager must advance City Council priorities, lead a complex full-service organization, engage a broad community, and sustain public confidence through the anticipated June 2027 transition. MGT Impact Solutions, LLC (MGT) is prepared to deliver a disciplined, community-informed search that supports a timely and well-founded appointment.

HOW CAN WE SUPPORT YOU?

MGT’s approach is built around the outcomes most important to Dubuque:

- **Council-ready leadership search.** Our municipal management and public-sector recruitment experience supports clear communication, practical decision-making, and effective collaboration with elected officials.
- **Community-informed engagement.** We will work with the City to identify appropriate stakeholders and recommend a focused mix of interviews, surveys, focus groups, forums, or other methods.
- **Disciplined timeline and communication.** One accountable recruitment lead, supported by senior oversight, will maintain momentum through clear milestones and regular updates.

MGT will balance meaningful public input with professional candidate management and applicable public-records requirements, while providing the City Council with consistent information and evaluation tools throughout the process.

MGT CONTACT INFORMATION

MGT HEADQUARTERS	MGT Impact Solutions, LLC 4320 West Kennedy Boulevard Tampa, Florida 33609 FEIN: 81-0890071 www.mgt.us
PROPOSAL CONTACT	Michele Morawski, Client Services Manager 224.415.3791 mmorawski@mgt.us

Thank you for the opportunity to present our qualifications. MGT is ready to help the City Council appoint Dubuque’s next City Manager with confidence.

Regards,

Lawrence Cowan, Chief Operations Officer for Revenue Operations
Authorized to bind the firm



Firm Profile & Qualifications

Impacting Communities for Good.

MGT supports public-sector organizations through executive recruitment and human capital consulting. We understand the demands of public leadership and the importance of aligning elected-official priorities, stakeholder input, and organizational performance. For Dubuque, MGT will provide an accountable recruitment team supported by national outreach, structured candidate screening, quality review, and senior oversight.

MGT | FIRST LOOK

Locations: Headquarters in Tampa, FL; branch offices nationwide.

Structure: Privately held, employee-owned, client-driven Limited Liability Company.

Core Capabilities: Executive recruitment, human capital consulting, strategy and implementation, performance and operations, technology infrastructure, and cybersecurity and resilience

DEFINED BY IMPACT

For Dubuque, impact means applying MGT's national recruitment reach and municipal expertise to a City Manager search grounded in Council priorities, community context, and consistent candidate evaluation. This approach gives the City a strong foundation for selecting its next leader with confidence. MGT uses broad outreach and structured, job-related evaluation practices to support a diverse, highly qualified candidate pool.

Comparable Municipal Experience

MGT brings more than five years of municipal executive recruitment and government administration experience, supported by successful City Manager and City Administrator searches throughout Iowa and the Midwest. These engagements demonstrate MGT's experience supporting elected officials in council-manager communities.

- **City of Urbandale, Iowa – City Manager, 2024.** MGT supported the recruitment of Urbandale's chief administrative officer for a council-manager community of approximately 45,600 residents. This engagement is directly relevant to Dubuque because it involved an Iowa municipal leadership search, collaboration with elected officials, and evaluation of candidates for responsibility across a full-service city organization.
- **City of Indianola, Iowa – City Manager, 2025.** MGT conducted a recent City Manager recruitment for an Iowa community of approximately 16,000 residents. The engagement is directly relevant to Dubuque because it involved collaboration with elected officials, recruitment of municipal executive talent, and evaluation of candidates for leadership, organizational, and community fit.
- **City of Marshalltown, Iowa – City Administrator, 2024.** MGT supported the recruitment of a City Administrator for an Iowa council-manager community of approximately 27,300 residents. The engagement demonstrates recent experience helping an elected body define leadership needs, recruit municipal executive talent, and assess candidates for organizational and community fit.



Assigned Personnel

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

MGT employs a team of professionals with backgrounds in local government and the not-for-profit sector. MGT has assigned senior professionals with direct municipal management and public-sector recruitment experience to lead Dubuque's City Manager search.

Recruitment Lead & Primary Point of Contact

	CHARLENE STEVENS Vice President – Human Capital Solutions 320.262.0303 CStevens@mgt.us Charlene will serve as Recruitment Lead and the City's primary point of contact. She leads MGT's Executive Recruitment practice and brings more than 25 years of municipal management experience and seven years of public-sector recruitment experience. Her background includes service as a city administrator, assistant county manager, and assistant township manager, along with leadership in civic engagement, community visioning, workforce development, and municipal operations.
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Senior Consultant | Recruitment Support

	MAUREEN BARRY Senior Consultant 224-282-8306 MBarry@mgt.us Maureen will support the search with more than 30 years of local government experience in the public and private sectors. Since joining MGT, she has led more than 60 searches for leadership and specialized positions. Her background includes municipal management, human resources, public finance, economic development, consensus-building, and service as an assistant village manager and assistant to the city manager.
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Integrated Recruitment Support

Charlene and Maureen will be supported by MGT's recruitment coordination, research, reference-checking, background-screening, and administrative resources. This structure gives Dubuque a clearly accountable senior team while providing the capacity needed to maintain communication, candidate responsiveness, documentation, and schedule control throughout the search. Charlene and Maureen are available to support the full engagement from project launch through finalist selection and appointment. Resumes for Charlene Stevens and Maureen Barry follow.



Charlene Stevens, M.P.A.

Vice President

Dubuque Qualifications:

- **Municipal Leadership:**
Brings more than 25 years of public-sector management experience across city, county, and township organizations.
- **Executive Recruitment:**
Has led more than 100 searches for executive and senior leadership positions in public-sector organizations.
- **Council Collaboration:**
Works effectively with elected officials to define leadership priorities, evaluate candidates, and support appointment decisions.
- **Community Engagement:**
Offers extensive experience in civic engagement, community visioning, workforce development, and stakeholder facilitation.
- **Operational Perspective:**
Previously served as a city administrator, assistant county manager, and assistant township manager.

Charlene Stevens brings over 25 years of municipal management experience and seven years of public sector recruitment experience to her role as Vice President at MGT. She leads MGT's Executive Recruitment practice and provides consulting support for the Human Capital Consulting practice. Her career spans rural, suburban, and urban communities across Minnesota, Kansas, and Pennsylvania, giving her a strong ability to work effectively with diverse individuals and groups.

Charlene's public sector background includes leadership in civic engagement, community visioning, workforce development, and downtown revitalization. Known for her professionalism and dedication to public service, she is widely recognized for her leadership within the profession. She is a committed mentor and advocate for inclusive workplaces, with a strong track record in community engagement and project management. Charlene is also a frequent presenter at state and national conferences.

Areas of Expertise

- Executive Recruitment
- Human Resources
- Staff Development
- Strategic Planning
- Civic Engagement
- Community Visioning
- Parks and Greenspace Preservation
- Workforce Training Initiatives
- Municipal Management

Education

M.P.A., University of Kansas

B.A., International Relations, Pomona College

Memberships & Affiliations

International City/County Management Association (ICMA), Member

Minnesota City/County Managers Association (MCMA), Member
Women in Public Service Wichita/Sedgwick County, Kansas, Founding Member

Work Experience

MGT Impact Solutions, LLC, Vice President, 2019–Present

City of Cottage Grove, MN, City Administrator, 2015–2018

City of Willmar, MN, City Administrator, 2011–2015

Sedgwick County, KS, Assistant County Manager, 2006–2011

Township of Lower Gwynedd, PA, Assistant Township Manager, 1999–2006

Township of Buckingham, PA, Assistant Township Manager, 1997–1999

City of Wichita, KS, Neighborhood Assistant, 1995–1996



Maureen Barry, M.P.A. Senior Consultant

Dubuque Qualifications:

- **Local Government Expertise:** Brings more than 30 years of experience supporting local governments in both public- and private-sector roles.
- **Proven Recruiter:** Has led more than 60 searches for executive, leadership, and specialized public-sector positions.
- **Midwest Experience:** Understands regional municipal organizations, labor markets, candidate networks, and the expectations of elected officials.
- **Broad Functional Knowledge:** Offers experience in municipal management, public finance, human resources, economic development, and organizational administration.
- **Consensus Building:** Skilled in stakeholder engagement, candidate assessment, facilitation, and decision support for governing bodies.

Maureen Barry brings over 30 years of local government experience across both the public and private sectors. Since 2020, she has led more than 60 executive and specialized searches, focusing on finance and community/economic development roles across the Midwest, East, and West. Previously, Maureen spent 13 years as a municipal and financial advisor and 15 years working directly in municipalities, where she managed HR functions and supported public finance and economic development initiatives. She is skilled at navigating diverse community contexts, with a focus on strategic planning and consensus-building. Maureen is known for her client-centered approach, clear communication, and commitment to high-quality outcomes.

Areas of Expertise

- Management Consulting for Public Organizations
- Recruitment and Selection for Executive and Specialized Positions

Education

M.P.A., Indiana University

B.A., Political Science, University of Dayton

Memberships & Affiliations

Illinois City/County Management Association (ILCMA)

International City/County Management Association (ICMA),
Conference Scholarship, 1995

Illinois Government Finance Officers Association (IGFOA) and
Government Finance Officers Association (GFOA)

Women in Public Finance (WPF), Chicago Chapter Board Member;
2024 President

Lambda Alpha International (LAI), Ely Chapter, Chicago

National Association of Municipal Advisors (NAMA)

Illinois Tax Increment Association (ITIA)

Council of Development Finance Agencies (CDFA)

Illinois Municipal Treasurers Association (IMTA)

The Legacy Project (Advancing Women in Local Government)

Rotary Club of Wilmette Harbor, Past President; Foundation Board
and Committee Chair; Board Member

Rotary District 6440, Past District Treasurer; Finance Committee
Chair; Grants Committee

Work Experience

MGT Impact Solutions, LLC, Senior Consultant, 2020–Present

Stern Brothers & Co., Director/Municipal Advisor, 2019–2020

Ehlers & Associates, Inc., Senior Municipal Advisor/Vice President,
2008–2019

Village of Wilmette, IL, Assistant Village Manager, 2004–2008

City of Evanston, IL, Assistant to the City Manager, 2000–2004

City of Glendale, AZ, Management Assistant/Intern, 1995–2000

Montgomery County Parks & Grounds, Intern, 1992

Project Approach & Methodology

A detailed plan specifically designed for you.

Project Understanding

A City Manager recruitment requires significant coordination, disciplined administration, and consistent communication. MGT will manage the process from stakeholder engagement and profile development through candidate outreach, assessment, interviews, due diligence, and appointment support.

Our approach is designed to help the City Council define the leadership qualities Dubuque needs, engage appropriate stakeholders, reach qualified municipal executives, evaluate candidates consistently, and make a well-supported appointment decision. The City will receive regular progress updates, and the Recruitment Lead will remain available throughout the engagement.

Proposed Work Plan



PHASE 1 – POSITION ASSESSMENT, ANNOUNCEMENT, & BROCHURE

Activities

MGT will begin by developing a clear understanding of Dubuque's organizational culture, leadership priorities, opportunities, and expectations for its next City Manager. Working with the City, we will identify an appropriate cross-section of participants and recommend a focused engagement approach that may include:

INFORMATION GATHERING

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

A combination of the items listed above can be used to fully understand community and organizational needs and expectations for the position (this proposal includes 12 hours of meetings – additional meetings can be added for a fee of \$225/hour plus actual expenses if incurred). One organizational survey is included. A separate Community Survey with detailed analytics can be conducted for \$3,500. Community Forums are conducted as an optional service.

The resulting input will guide development of the position announcement and recruitment brochure, including the leadership profile, qualifications, organizational priorities, and community information. MGT and the City will also confirm the recruitment timetable, responsibilities, communications process, and key decision points.



PHASE 2 – ADVERTISING, CANDIDATE RECRUITMENT, & OUTREACH

Activities

MGT will implement a targeted outreach strategy designed to reach qualified municipal executives, including candidates who may not be actively seeking a new position.

Phase 2 will include the following:

- Personally identifying and contacting prospective candidates
- Developing a position-specific prospect database
- Conducting direct email and telephone outreach
- Posting through public-sector career centers, professional networks, and social media
- Recommending advertising options for City approval
- Tracking candidate interest and responding to inquiries throughout the process

Outreach will focus on candidates whose leadership experience, organizational background, and record of addressing comparable challenges align with the profile developed in Phase 1.



PHASE 3 – CANDIDATE EVALUATION & SCREENING

MGT will evaluate applicants against the qualifications and selection criteria established by the City. The process will include:

- Review of resumes and professional credentials
- Candidate questionnaires addressing relevant experience and accomplishments
- Consultant-led video interviews with the most qualified candidates
- Preliminary internet and publicly available information reviews
- Ongoing communication with candidates regarding the process and schedule

MGT will acknowledge applicants and personally manage candidate communications to support a professional, responsive, and well-regarded recruitment process.



PHASE 4 – PRESENTATION OF RECOMMENDED CANDIDATES

MGT will prepare a recruitment report presenting the candidates best aligned with Dubuque's established criteria. The City will receive an electronic portfolio containing standardized candidate summaries, resumes, questionnaires, and supporting materials.

MGT will meet with the City Council to:

- Review the recommended candidates
- Discuss each candidate's qualifications and alignment with the leadership profile
- Provide additional context developed through screening and interviews
- Assist Council in selecting candidates to advance

The City may also review the complete applicant log and additional resumes upon request.



PHASE 5 – INTERVIEWS, DUE DILIGENCE & FINALIST SUPPORT

MGT will design and facilitate a structured interview process tailored to the City's needs. Support will include:

- First- and second-round interview schedules
- Interview questions and evaluation materials
- Candidate travel and logistical coordination
- Interview facilitation and Council debriefing
- Reference checks and approved background screening
- Candidate credentials and decision-support materials

The process may also include community or stakeholder engagement, meetings with department leaders, facility tours, or other activities approved by the City. MGT will help Council compare finalists consistently while preserving appropriate candidate discretion and complying with applicable public-records requirements.



PHASE 6 – APPOINTMENT & TRANSITION SUPPORT

Following finalist selection, MGT will assist the City as requested with compensation discussions, employment-agreement coordination, and candidate communications. We will notify applicants when the appointment is finalized and help support an orderly transition to the City's next City Manager.

Project Timeline

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

Exhibit 1. Proposed Schedule

WORK PLAN TASKS	WEEK													
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Phase 1: Position Assessment, Announcement, & Brochure														
Phase 2: Advertising, Candidate Recruitment, & Outreach														
Phase 3: Candidate Evaluation & Screening														
Phase 4: Presentation of Recommended Candidates														
Phase 5: Interviews, Due Diligence and Finalist Support														
Phase 6: Appointment and Transition Support														



References

A leader in local government recruitment and selection.

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

CITY OF URBANDALE, IOWA

Robert “Bob” Andeweg, Mayor
3600 86th Street | Urbandale, IA 50322
515-283-3106 | bandeweg@urbandale.org

Services: City Manager Executive Recruitment, 2024. MGT supported the City’s recruitment of its chief administrative officer, including elected-official engagement, candidate outreach, evaluation, and finalist selection support.

CITY OF INDIANOLA, IOWA

Courtney Silliman, Director of Human Resources
110 North 1st Street | Indianola, IA 50125
515-962-5272 | csilliman@indianolaiowa.gov

Services: City Manager Executive Recruitment, 2025. MGT conducted a recent Iowa municipal leadership search led by Charlene Stevens, including profile development, candidate recruitment, screening, and appointment support.

CITY OF MINNETONKA, MINNESOTA

Mike Funk, City Manager
14600 Minnetonka Boulevard | Minnetonka, MN 55345
952-939-8216 | mfunk@minnetonkamn.gov

Services: City Manager Executive Recruitment, 2022, and City Attorney Executive Recruitment, 2024. These engagements demonstrate MGT’s experience supporting senior municipal leadership searches and working with elected officials in a Midwest community.



Pricing Proposal

Summary of Costs	Price
Recruitment Fee	\$24,000
Recruitment Expenses (not to exceed) Expenses include candidate due diligence efforts on presented candidates and background screenings for up to four finalists.	\$2,000
Advertising <i>*Advertising costs over \$2,000 will be placed only with client approval. If less than \$2,000, client is only billed for actual cost.</i>	\$2,000*
TOTAL:	\$28,000**

***Consultant travel expenses are not included in the price proposal. Travel costs will be estimated at time of request and only actual expenses will be billed to the City for reimbursement.*

Possible in-person meetings could include:

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

Any additional consultant visits requested by the City (beyond the three visits listed above) will be billed at \$225/hour. The additional visits may also result in an increase in the travel expenses billed.

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

Our Guarantee – Full Scope Recruitment

MGT will present qualified candidates and support the City through appointment. Because candidates may move quickly, the City agrees to provide timely direction. If the City does not respond to multiple written requests within six weeks after delivery of the interview slate or completion of finalist interviews, MGT may terminate the engagement and invoice for services and expenses incurred.

If the City rejects a qualified slate or does not negotiate in good faith and chooses to re-advertise, MGT will conduct one additional recruitment for up to 50% of the original fee, based on the services requested, plus related expenses.

If the selected candidate leaves within 12 months, at the City's request or voluntarily, MGT will conduct one replacement recruitment for expenses only, provided the City requests it within 30 days and documents regular onboarding meetings and at least one formal evaluation.

Hiring Additional Candidates

If the City hires another candidate introduced through this recruitment within 12 months, a placement fee equal to 50% of the recruitment fee will apply. The guarantee applies only to the initial hire.

PROPOSAL FOR EXECUTIVE RECRUITMENT SERVICES

**City Manager
City of Dubuque, Iowa**

**Submission Due: August 9, 2026
This proposal is valid for 90 days**

**Response to RFP for City Manager Recruitment
Services dated July 1, 2026**



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

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

August 9, 2026

Hon. Mayor Brad M. Cavanagh and City Council
City of Dubuque, Iowa



Dear Mayor Cavanagh and Council Members,

Strategic Government Resources (SGR) is thankful for the opportunity to submit this proposal to assist the City of Dubuque in your recruitment for a City Manager. We recognize both the significance of this recruitment for your community, as well as your desire for full service recruitment services with a firm experienced in aligning Council and community priorities with leading City Management candidates. 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 and ongoing search in Davenport, IA and recent experience with La Vista, NE and Independence, MO. This experience provides us with valuable insight into the unique needs of recruiting a City Manager in the Midwest.
- **National reach and candidate pipeline:** With over 21,000 LinkedIn followers, 35,000 subscribers to our Servant Leadership e-newsletter, and nearly 5,000 City & 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.

Clay Pearson, Senior Vice President and subcontractor of SGR, will serve as your Executive Recruiter and primary contact for this recruitment. Clay has over 30 years of experience in local government. His tenure in diverse states and situations, working with cities ranging from 60,000 to one million, has equipped him with experience, perspective and a unique ability to collaborate with elected officials and assist community leaders in transforming their visions into actionable plans.

We are eager to partner with the City of Dubuque to identify your next City Manager. 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
Authorized to Bind SGR

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- 1. Executive Summary**
- 2. Firm Profile & Qualifications**
- 3. Assigned Personnel**
- 4. Proposed Approach and Methodology**
- 5. Fee Proposal**
- 6. References**

Executive Summary

The City of Dubuque's selection of its next City Manager is an opportunity to identify a leader who can build on the City's strong foundation while advancing the Council's priorities, leading a complex full-service organization, and engaging employees and the community. SGR brings the municipal expertise, national reach, and proven search methodology to help Dubuque identify that leader.

SGR has well over 15 years of executive recruitment experience and has partnered with more than 450 local governments across 37 states. Our team is composed largely of former local government professionals who understand the Council-Manager form of government and the importance of finding a leader whose experience, leadership style, and values align with the governing body, organization, and community. Our extensive professional networks and trusted relationships with candidates provide Dubuque with a broad national reach to identify and engage highly qualified prospects.

Clay Pearson, Senior Vice President, will lead Dubuque's search. As a former city manager with more than 30 years of local government experience, Clay brings extensive experience working with elected officials and leading complex municipal organizations. His Midwest and national networks, combined with his understanding of high-performing local government, will provide Dubuque with experienced, hands-on guidance throughout the search.

SGR's approach begins with listening and alignment. We engage the City Council and stakeholders to understand Dubuque's priorities, culture, and expectations and translate that insight into a compelling position profile and targeted national recruitment campaign. We then combine proactive candidate outreach with rigorous screening and assessment, comprehensive background and reference checks, interview and stakeholder engagement support, and assistance through final selection and employment negotiations.

Throughout the engagement, SGR will provide the accessibility, transparency, confidentiality, and collaboration necessary for an inclusive and comprehensive search. Our objective is clear: to help Dubuque identify and successfully recruit a City Manager with the leadership capabilities, values, and vision to advance the City's priorities and serve the community successfully for years to come.

Firm Profile & Qualifications

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.

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 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. We have well over 15 years of executive recruitment experience, providing us a unique understanding of both local government recruitment standards, as well as how priorities are shifting to address changing community and governing body expectations across the US.

With 21 full-time employees, 21 recruiters, 22 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 nationwide.

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.

- With over 21,000 LinkedIn followers, 35,000 subscribers to our Servant Leadership e-newsletter, and nearly 5,000 City & County Management Job Alert subscribers, your SGR recruitment will be seen by a vast audience engaged in the profession.
- Your position will also appear on SGR's website and Job Board, accompanied by our 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.

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.

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.

Select Relevant Experience

The recruitments listed below are select recent executive recruitments completed within the last couple of years that represent our City and County Management and/or Midwest recruitment experience.

In Progress:

- Berkeley, MO - City Manager
- Clarksville, IN - Town Manager
- Davenport, IA - Assistant City Administrator
- Independence, MO - Police Chief
- Bi-State Regional Commission (BSRC), IL - Executive Director
- Williston, ND - Finance Director

Completed:

- Lawrence, KS - City Manager, 2026
- Independence, MO - City Manager, 2026

- La Vista, NE - City Administrator, 2026
- Moline, IL - Assistant Director of Utilities, 2026
- Olathe, KS - City Manager, 2026
- Ottawa, KS - City Manager, 2025
- Battle Creek, MI - City Manager, 2025
- Wadena County, MN - County Administrator, 2026
- Blaine, MN - City Manager, 2025
- Clay County, MO - County Administrator, 2025
- Sedalia, MO - City Administrator, 2025
- Springfield, MO - City Manager, 2025

Insurance

While we have adequate policy limits, we are communicating with our insurance provider regarding the specific additional endorsement, Preservation of Governmental immunities endorsement, and the requested 30-day notice of cancellation, non-renewal, reduction in insurance coverage and/or limits.

Assigned Personnel

Clay Pearson, Senior Vice President

Email: claypearson@governmentresource.com

Phone: (713) 816-8639

Clay J. Pearson joins SGR as Senior Vice President after serving more than 30 years in local government. A seasoned city manager, Clay's career includes impactful roles in Fort Worth and Pearland, Texas; Novi, Michigan; and Elgin, Illinois, contributing to his expertise in community and economic development, budget and finance, public safety, and technology. His tenure in diverse states and situations, working with cities ranging from 60,000 to one million, has equipped him with experience, perspective and a unique ability to collaborate with elected officials and assist community leaders in transforming their visions into actionable plans.

Clay holds a Bachelor's Degree in Economics from Gustavus Adolphus College (St. Peter, MN) and a Master of Public Administration from The University of Kansas. Clay served as Chair of the International City-County Management Association (ICMA) International Committee for multiple years and held various other leadership positions with ICMA, state associations, and the Alliance for Innovation (AFI). His global perspective and extensive network enhance his contributions to SGR and its clients.

Attending the University of Virginia Weldon Cooper Center for Public Service early in his career provided a foundation for creating High Performance Organizations. He has used that expertise to support teams, leadership at all levels, and understanding strategy to build up organizations across the country to be nimble and effective.

At SGR, Clay specializes in executive recruitment, bringing his wealth of knowledge and experience to support local governments nationwide. Clay is passionate about traveling and engaging with like-minded public servants. He lives near Houston with his wife Jennifer.

Availability

Clay, as the lead Executive Recruiter and primary contact for the City, has the capacity to lead this search. He is supported by a team of professionals with extensive experience in public sector recruitment. While we manage a robust portfolio of current clients, our staffing model ensures we have the immediate capacity for the engagements we commit to and we are prepared to dedicate our attention to your executive search, providing a timely and successful outcome.

Proposed Approach and Methodology

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

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. 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.

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. To view a sample recruitment brochure, please visit: GovernmentResource.com/Open-Recruitments

Step 2: Recruitment Campaign and Communication with Candidates

Advertising and Marketing

The Executive Recruiter and the organization work together to determine the best ways to advertise and recruit for the position. In addition to the advertising and marketing methods previously mentioned in this quote, 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 the position.

Sourcing Passive and Active Candidates

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

Communication with Prospective & Active Applicants

SGR maintains regular communication with interested prospects and active applicants throughout the recruitment process, keeping them engaged in the opportunity, as well as keeping them informed about the organization and community.

Step 3: Initial Screening and Review by Executive Recruiter

SGR uses a triage process 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. We 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

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. 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, customized written exercise designed to gain deeper insight into the candidates' thought processes and communication styles. 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. 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.

Step 6: Search Committee Briefing to Select Finalists

Prior to this briefing, SGR will provide the Search Committee with a briefing book on the semifinalist candidates via an electronic link. 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. These reports include industry standard verification and searches. Additional information can be provided upon request.

DiSC Management Assessments (if desired, supplemental cost)

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.

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. 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. 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.

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.

Press Release (if requested)

SGR will assist in coordinating the announcement process and in crafting any necessary announcements

or press releases. Until employment negotiations are finalized, you should exercise caution to avoid 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.

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.

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. Standard leadership development workshops include the following topics: Creating a Servant Leadership Culture, Governance, Team Building, Strategic Planning, and Strategic Visioning.

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. A full service recruitment typically takes about 12 weeks after the position is posted*. Our typical timeline includes:

- Pre-Execution through Step 1, Initial Steps Prior to Posting Position: Estimated 2 weeks
- Steps 2-4, Recruitment Campaign & Semifinalist Selection: 4-5 weeks
- Steps 5-6, Evaluation of Semi-Finalists and Finalists: 2-3 weeks
- Steps 7-8, Candidate Selection and Hiring Process: 4-5 weeks

** 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.*

Fee Proposal

Not-to-Exceed Price: \$ 29,419

Not-to-Exceed Price is comprised of:

- **Fixed Fee of \$ 26,919**
- **Up to \$ 2,500 in Ad Placements (billed at actual cost)**

The Fixed Fee includes:

- Recruitment Steps 1-9, including:
 - 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
 - Semifinalist Evaluation: Questionnaires, Recorded Interviews, and Media Searches for up to 15 Semifinalists
 - Finalist Evaluation: Background Investigation Reports and Reference Checks for up to Five (5) Finalists
- Up To Two (2) Onsite Visits by the Recruiter for 1-3 days each, **Inclusive** 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:

- Additional services per candidate:
 - Questionnaires: \$230
 - Online interviews: \$256
 - Media search reports: \$766
 - Reference checks: \$256
 - Background investigation reports: \$511
 - DiSC Management Assessments: \$179
- Additional charges may apply for substantial and substantive changes made to the 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.
- 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. A written summary of results is provided to the Organization. Please note that this type of survey may extend the recruitment timeline. The reproduction and shipping of briefing materials, if requested, 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.
- 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.

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.

References

City of La Vista, Nebraska
Douglas Kendig, Mayor
dkindig@cityoflavista.org
Rita Ramirez, Assistant City Administrator
rramirez@cityoflavista.org
402-331-4343

City of Independence, Missouri
Bridget McCandless, City Councilmember
bmccandless@indepmo.org
816-325-7022

City of Ottawa, Kansas
Blaine Finch, City Attorney
blaine@harriskelsey.com
785-418-4580



RECRUITMENT SERVICES



CITY MANAGER

AUGUST 6, 2026

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AUGUST 6, 2026
Kristen Dietz
Talent Acquisition Manager
50 W 13th Street,
Dubuque, IA 52001



RE: City of Dubuque – City Manager Recruiting Services

It is our pleasure to submit this proposal for recruitment services to secure your ideal candidate to serve as the next City Manager of City of Dubuque. WBCP has worked on many City Manager recruitments, and we look forward to the opportunity to partner with your organization on this critical position!

It has been proven that great employees are looking for great employers, not just a paycheck. WBCP provides a broader perspective to recruitment services – going beyond securing the ideal candidate – we brand your organization as an employer of choice. We use eye-catching marketing materials, innovative search practices, and responsive and respectful communications with your applicants and stakeholders. **Additionally, we guarantee this placement for 12 months and we provide a fair and equal recruitment process that also focuses on attracting ethnic and gender-diverse applicant pools.**

WBCP is talented at working with you to identify the strengths, challenges, and opportunities of this job, the ideal candidate, and your community and organizational culture. WBCP will work with your stakeholders to design a recruitment strategy that will include a customized engagement process. We will have a series of meetings, discussions, stakeholder interviews, and survey(s) to get to know you, the organization, the community, the culture, and the staff.

We have exceptional experience successfully recruiting for City Manager positions, with several notable recruitments including, but not limited to:

- City Manager, City of Tillamook, OR
- City Manager, City of Colfax, CA
- City Manager, City of Dunsmuir, CA
- City Manager, City of Gold Hill, OR
- City Manager, City of Boulder City, NV
- City Manager, City of Independence, OR
- City Administrator, City of Duvall, WA
- City Manager, City of Goodyear, AZ

To see a full list of our clients and successful recruitments, visit:

<https://tinyurl.com/bdhatw93>

We have over two decades of experience in public sector executive search services and have provided direct search services through WBCP since 2004. WBCP's executive recruiters are all highly personable and have unique backgrounds that make them well-equipped to take on your recruitments, as you will read their biographies in this proposal. WBCP now has offices in California, Oregon, Washington, Texas, South Dakota, and Florida. Our clients have great things to say about the quality of the service we provide and the amazing candidates we find them. In fact, many of our clients are return customers. Please feel comfortable reaching out to these organizations to get their feedback directly.

Lastly, we love what we do, and we are passionate about finding exceptional candidates who are also passionate about serving others. WBCP's staff are driven and desire to exceed client expectations. I appreciate your consideration in retaining our services and hope to have an opportunity to work with you in the future.

Best Regards,

Wendi Brown | Founder/President, WBCP, INC.
wendi@wbcpinc.com | 541-664-0376
www.wbcpinc.com

WBCP understands that the City of Dubuque is seeking a comprehensive, transparent, and inclusive national search for a City Manager who can effectively support the City Council, lead a full-service municipal organization, and advance the City's strategic priorities. The successful candidate must be an experienced municipal executive with the judgment, communication skills, financial acumen, and relationship-building abilities necessary to oversee more than 600 employees across nearly 30 departments and divisions within Dubuque's Council-Manager form of government.

WBCP brings more than 20 years of experience providing executive search services to public sector and nonprofit organizations, including numerous City Manager, City Administrator, Town Manager, Assistant City Manager, and other senior organizational leadership recruitments. Our relevant City Manager searches include engagements for the cities of Santa Rosa, Pasadena, Santa Monica, Oxnard, Petaluma, Sonoma, Ventura, Boulder City, and many other communities of varying size and complexity.

Our proposed approach is built around Dubuque's specific needs rather than a standardized search model. WBCP will begin with discovery and stakeholder engagement involving the City Council, staff, community partners, residents, businesses, and other identified groups. The resulting input will guide development of the candidate profile, recruitment brochure, communication plan, and national outreach strategy. WBCP will then conduct targeted advertising, direct sourcing, applicant evaluation, screening interviews, reference research, candidate reporting, interview facilitation, background investigations, and negotiation support.

The assigned executive recruiter will be supported by a dedicated project manager, talent acquisition specialists, marketing professionals, and administrative staff. This team structure provides continuity, responsive communication, broad outreach, and careful coordination throughout the engagement. WBCP will provide regular reports, protect candidate and client confidentiality, and tailor the selection process and assessment tools to the Council's preferences. Our recruitment methodology includes customized stakeholder meetings, strategic sourcing, detailed candidate profiles, interview support, and comprehensive background and reference checks.

WBCP has the capacity to begin promptly following contract approval and to align our work with the City's anticipated schedule for discovery, recruitment, interviews, appointment, and transition. Our goal is to provide the City Council with a strong, well-evaluated group of candidates and a disciplined decision-making process that culminates in the selection of a City Manager prepared to lead Dubuque through its next chapter.

5.4: FIRM PROFILE & QUALIFICATIONS

Principal: Wendi Brown, President/CEO

Company Legal Name: WBCP, Inc. (W. Brown Creative Partners)

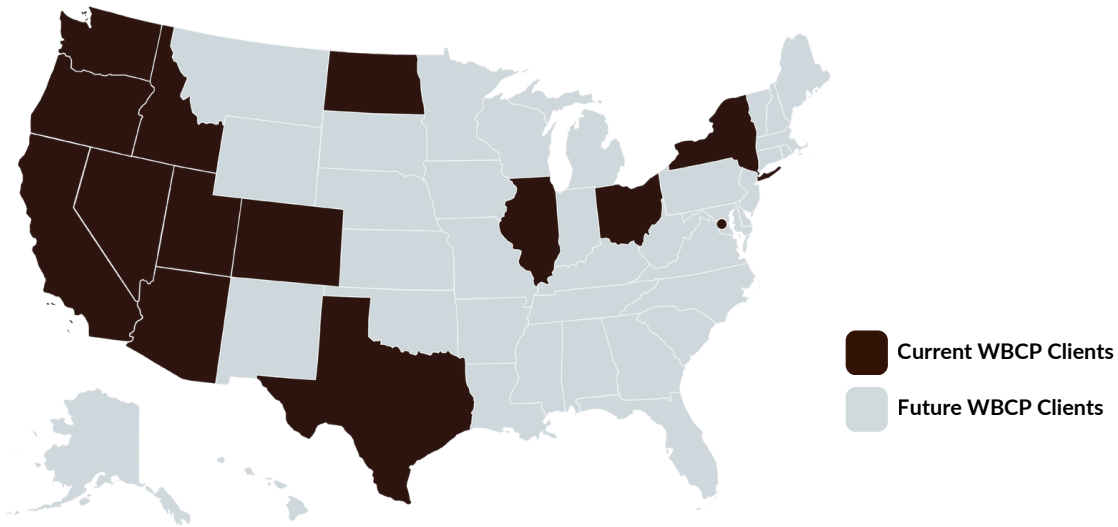
Tax ID: 81-5454037

Website: www.wbcpinc.com

Phone: 866-929-WBCP (9227) / 541-664-0376

Address:

- **Oregon (3 offices including WBCP, Inc. Headquarters):** 213 E Main St., Rogue River, OR, 97537; Grants Pass, Medford, and Tigard
- **California (6 offices):** San Jose, Gilroy, Roseville, Camarillo, Marina Del Rey, and Santa Barbara
- **Washington (2 offices):** Seattle and Washougal
- **Texas:** Dallas
- **South Dakota:** Mitchell
- **Florida (2 offices):** Minneola and Jacksonville



WOMEN OWNED

WBCP, Inc. is a 100% woman-owned business, an S Corporation, not part of a parent company, and is a registered small business through the U.S. Small Business Administration (SBA). WBCP is registered to do business in all of the states that we serve..

BUSINESS HISTORY

WBCP, Inc. has been in business since 2004, and serves nonprofit and public sector organizations. WBCP offers a variety of services, including: partial and full service search services for individual contributor, supervisor, management and executive management positions; human resources consulting; organizational development, training, classification and compensation studies, analysis and assessments, etc.

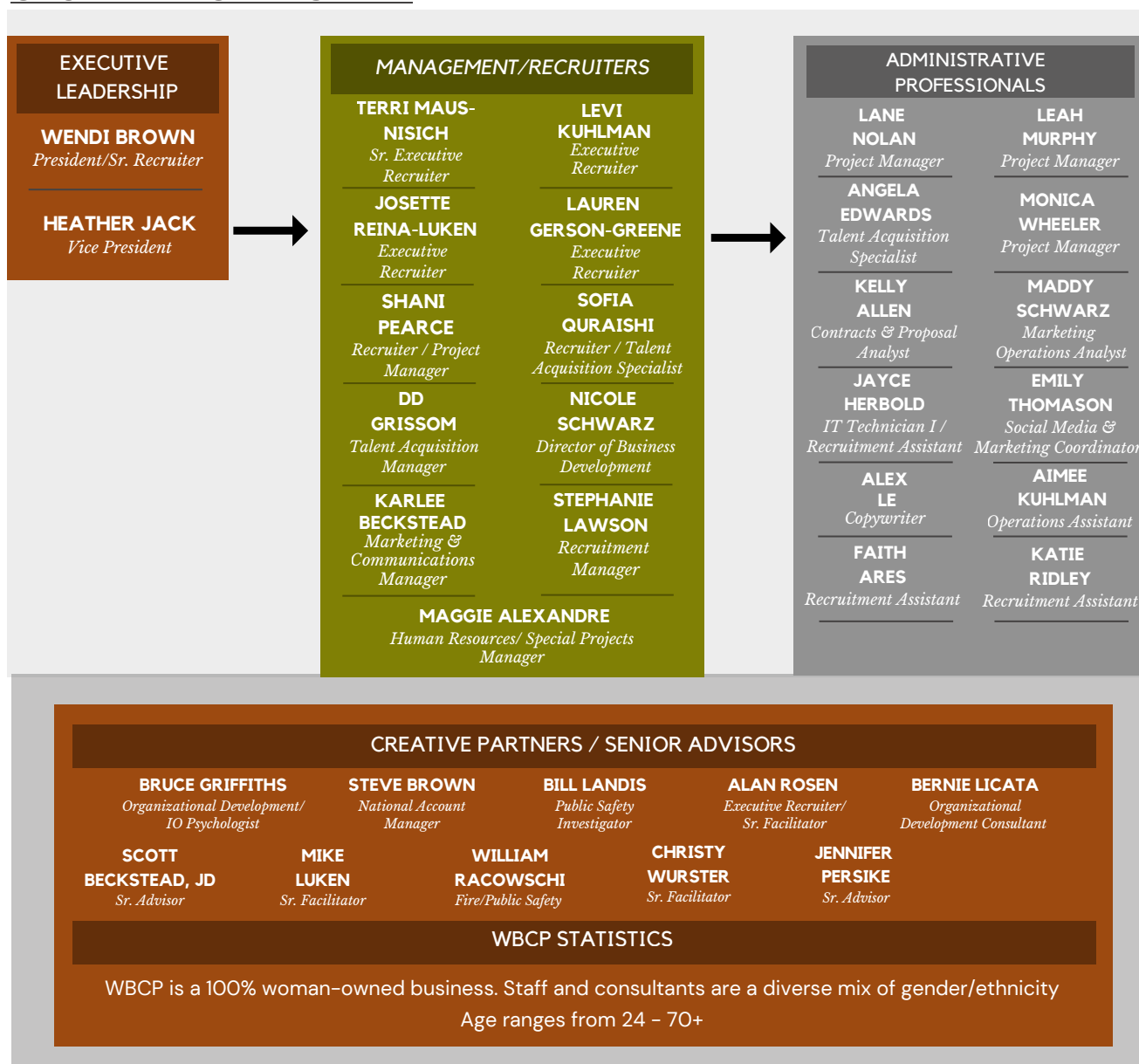
BELOW IS A LIST OF SIMILAR RECRUITMENTS WBCP HAS MANAGED:

ORGANIZATIONAL LEADERSHIP

- City Manager, City of Atwater, CA
- City Manager, City of Boulder City, NV
- City Manager, City of Ceres, CA
- City Manager, City of Colfax, CA
- City Manager, City of Dunsmuir, CA 2022
- City Manager, City of Colfax, CA 2026
- City Manager, City of Garibaldi, OR
- City Manager, City of Gold Hill, OR
- City Manager, City of Goodyear, AZ 2026
- City Manager, City of Independence, OR
- City Manager, City of Milpitas, CA 2026
- City Manager, City of Oxnard, CA
- City Manager, City of Pasadena, CA 2021
- City Manager, City of Parlier, CA
- City Manager, City of Petaluma, CA
- City Manager, City of Phoenix, OR
- City Manager, City of Port Hueneme, CA
- City Manager, City of Santa Maria, CA
- City Manager, City of Santa Monica, CA
- City Manager, City of Santa Rosa, CA
- City Manager, City of Sonoma, CA
- City Manager, City of Talent, OR
- City Manager, City of Tillamook, OR
- City Manager, City of Ventura, CA
- City Administrator, City of Duvall, WA
- City Administrator, City of Hubbard, OR
- City Administrator, City of Rogue River, OR
- Town Manager, Town of Truckee, CA
- Town Manager, Town of Windsor, CA
- Town Manager, Town of Portola Valley, CA
- Interim City Manager, City of Milpitas, CA
- Assistant City Manager, City of Beverly Hills, CA
- Assistant City Manager (Municipal Services), City of Sacramento, CA
- Assistant City Manager (Public Safety), City of Sacramento, CA
- Deputy City Manager, City of Long Beach, CA

Check out our full list of recruitments here: <https://tinyurl.com/bdhatw93>

ORGANIZATIONAL CHART



WBCP KEY STAFF

WENDI BROWN
*Lead Consultant/
Sr. Executive
Recruiter*



I am the President of WBCP, with over 20 years of experience in marketing and advertising and combine this with my background in recruiting to successfully place hard-to-fill, management, and executive positions. My team and I are passionate about helping organizations improve their recruitment services, place great talent, conduct department assessments, redesign antiquated processes, revise job descriptions, conduct salary and benchmark studies, and more. I have worked in various industries – advertising and public relations, national real estate franchisor, global manufacturing – and I have worked with nonprofit and public sector organizations since 1999. Formerly, I was an internal Human Resources Consultant for the County of Orange, California, providing countywide communications, human resources, executive search, and recruiter training services to the Assistant Chief Executive Office/Human Resources Director and, at that time, 25 decentralized departments, with 17,000 employees, serving a community of 300,000. I have a Bachelor's of Science in Business Administration with an emphasis in Marketing from Colorado Technical University; have earned several certificates in Project Management, Global Business, Marketing, and Human Resources; and working toward a Master's in Management at Southern Oregon University.

TERRI MAUS-NISICH

Sr. Executive Recruiter



Terri Maus-Nisich holds a pivotal role as one of our Senior Executive Recruiters, leveraging her extensive background as a distinguished leader in local government. With a local government career spanning over 40 years, Terri’s journey includes transformative roles within the County of Santa Barbara, where she ascended from Parks Director to Assistant County Executive Officer, overseeing vital municipal and health/human service departments. Her remarkable impact encompasses leadership in Homeless Services, Communications, and Emergency Management, driving community engagement, disaster recovery, and support for vulnerable populations. Before her tenure in Santa Barbara, Terri spent 15 years with the City of Santa Clarita in roles ranging from analyst to Deputy City Manager. Throughout her remarkable career, Terri prioritized strategic planning, organizational development, and innovative problem-solving, garnering numerous awards. She holds a Bachelor’s Degree from UC Santa Barbara, a Masters of Public Administration from Cal State Northridge, and a graduate certificate from Harvard University’s JFK School of Government.

REVIEW OTHER EMPLOYEES & CONSULTANT
PARTNERS ON OUR WEBSITE:
WWW.WBCPINC.COM/WBCP-TEAM

5.6: PROPOSED APPROACH & METHODOLOGY

A. RECRUITMENT STRATEGY/PHASES.....

WBCP knows how to customize your search strategy to meet your unique recruitment needs. We customize your recruitment based on the specific needs, target audience, and challenges for each recruitment; however, below is a baseline approach for most recruitments.

CLIENT & STAKEHOLDER MEETINGS

We require the Client and/or Search Committee, to be actively involved in key phases of the recruitment process to help WBCP gain a clear understanding of the organization’s priorities, leadership needs, culture, and long-term goals.

Broad Community Participation: WBCP collaborates with stakeholders identified by the Client, which may include elected officials, governing boards, executive leadership, employees, labor representatives, community organizations, residents, businesses, and partner agencies. Stakeholder input helps WBCP develop the ideal candidate profile, targeted recruitment materials, and a strategic outreach approach tailored to the Client’s needs.

Engagement Options:

LISTENING SESSIONS

- **Internal & External Stakeholder Engagement**
- **Flexible Discussion Formats:**
 - 1:1
 - Small group
 - Large group
- **Virtual & In-Person Options**

ONLINE SURVEYS

- **Internal/External Groups:** we provide customized online surveys and share distribution links to clients for internal and external stakeholder groups, including employees, residents, leadership teams, and community members.
- **Multilingual & Accessible Options:** online surveys can be customized for distribution to specific stakeholder groups, such as individual districts within a city. Surveys may also be provided in multiple languages. Additional customization and translation services may involve an additional cost.

FEEDBACK OUTCOME / TIMELINE DEVELOPMENT

Following the Client/stakeholder meetings, we will develop a detailed timeline for the recruitment along with a proposed advertising plan for approval.



CREATIVE DEVELOPMENT

Immediately following the client feedback activities, we will draft the competencies for the recruitment and advertising material/recruitment brochure for the Client's review. This information will summarize what was learned from Client-related interviews and will be used to advertise the opening.

**MARKETING STRATEGY & IMPLEMENTATION**

WBCP will execute a customized marketing/ad plan once the job announcement is created. An ad plan could include the following (based on assumptions), and will be customized based on information gathered in Phase I:

DIGITAL ADVERTISING WITH DIVERSITY IN MIND

WBCP utilizes targeted digital advertising and proactive outreach to develop diverse and highly qualified applicant pools, leveraging over 20 years of recruitment experience and tens of thousands of established contacts through our existing network. Our outreach includes local and national job boards, professional associations, industry networks, and social media platforms. In partnership with a diversity recruitment platform, our postings reach up to 600 local employment and diversity websites, connecting with more than 15,000 community organizations and niche sites while accessing a job bank of over 2 million resumes. Upon our 2025 year-end review, we found that 68% of candidates placed over the previous three years came from diverse backgrounds.

EMAIL & DIRECT MAIL ADVERTISING

In addition to tapping into WBCP's existing pool of potential applicants, we have the capability to access various professional lists. We actively seek out additional lists through associations, contacts, and other strategic channels.

SOURCING/HEADHUNTING

WBCP employs a proactive recruitment approach focused on identifying, engaging, and connecting with highly qualified candidates through targeted outreach and strategic sourcing efforts, including:

- **LinkedIn Recruiter Access:** utilizing LinkedIn Recruiter's network of more than 350 million profiles and Boolean search strategies to identify and engage highly qualified candidates.
- **Advanced AI-Driven Sourcing:** leveraging advanced AI tools to access phone numbers, email addresses, and other hard-to-find contact information in today's competitive market.
- **Centralized Talent Acquisition Support:** WBCP's centralized talent acquisition team maximizes outreach efforts, expands candidate pipelines, and conducts an average of 100-200 direct outreach calls per recruitment.

COMMUNICATION WITH CLIENT

We will provide weekly updates on the progress of this search unless the client prefers more or less frequent communications. We tailor our communications in accordance with our Client's needs.

**RESUME ASSESSMENT**

WBCP will review resumes as they are received and/or at the close of the recruitment. Those candidates determined to be the most highly qualified will be selected for a screening interview.

SCREENING INTERVIEWS / REPORT TO CLIENT

WBCP does not restrict the number of applicants or candidates to be screened. Rather, we interview candidates who meet our ideal candidate criteria; frequently this group amounts to 20 candidates, or on average 20% of the applicant pool. Following the completion of the phone screen interviews, we will develop a report/recommended shortlist of candidates, which includes: resumes, cover letters, and a one-page profile summary of candidates' professional history, including a brief overview of WBCP's assessment and the results of their phone screen. We will meet with the selection committee/Client to review this report and select candidates for interviews. In this meeting, we will review the recruitment plan and discuss the final stages of the selection process.

COMMUNICATION WITH CANDIDATES

WBCP will take responsibility for communicating with the applicants/candidates during each phase of the search process and Client should refer any inquiries from potential or existing applicants directly to WBCP.





SELECTION PROCESS

WBCP will design and administer an appropriate final selection process based on the needs of the Client (tailored to the need and recruitment). WBCP will facilitate the invitation and coordination of these meetings/interviews and provide additional assessment tools/recommendations such as interview questions, writing and presentation exercises, problem solving scenarios, etc.

COMMUNICATION WITH CLIENT

Following the interviews and the Client's top candidate(s) selection, we will assist the Client with facilitating a thorough background and reference check. A typical approach includes a review of federal, state, and local criminal background checks and academic verification by a licensed background agency. Reference checks are conducted over the phone by a senior consultant and a final report is provided to the Client. References are completed on candidate(s) being considered after initial/panel interviews.

NEGOTIATIONS

Once the client reviews and is comfortable with the findings in the background and reference report, we are available to assist with negotiations on compensation, benefits, start date, and other transition details.

SEE FULL SCOPE OF WORK [HERE](#)

B. RECRUITMENT TIMELINE.....

BELOW IS A SAMPLE OF AN EXECUTIVE SEARCH TIMELINE THAT WBCP WILL CUSTOMIZE FOR THIS RECRUITMENT

Week 1:

- Secure services with search firm, WBCP, Inc.
 - WBCP can schedule a Kickoff meeting as soon as we are selected.
- WBCP: review search parameters and recruiting processes with Client.
 - Interview with hiring authority and other stakeholders for competencies.
 - Identification of advertising venues and ideal candidate prospects.
 - Calls, meetings, or coordination with other stakeholders for information gathering.

Weeks 1 + 2:

- Develop and approvals: recruitment process, deadlines, ad plan and strategy, recruitment timeline and brochure.
- Print coordination (if applicable).

Weeks 2 + 3:

- **OPEN RECRUITMENT AND AD PLAN:** Implement marketing plan and direct mail (if applicable).
- Secure panel member calendars.
- Timeline may be extended if direct mail piece is included (i.e., print/postage).
- Finalize panel members and interview logistics and invitations to panel members.

Weeks 4, 5, + 6:

- Receive applications –Collect and source applicants will continue until recruitment closes.

Weeks 7 + 8:

- **CLOSE RECRUITMENT AND ADVERTISING.**
- Conduct initial phone screen to identify shortlist of candidates.
- Preliminary check on shortlist candidates (Google search).
- Candidate profiles developed and short list recommendations to client.

Weeks 9 + 10:

- **MEETING – Client confirms selection of candidates to be advanced to panel interviews.**
- Finalize questions, presentation, in-basket (as determined).
- Coordinates invitations with selected top candidates (shortlist).
- Produce panel candidate interview packets.

Weeks 10 + 11:

- WBCP facilitates interview process – Interview process will be customized based on client and community needs:
 - **Day 1: Panel Interviews Conducted; Day 2: 2nd Interviews with executive leaders;**
 - 3rd interviews may be scheduled as needed with Boards/Commissions, etc.;
 - As needed schedule staff and/or community discussions/meetings.

Week 12:

- WBCP conducts background and reference checks (backgrounds may be conducted by Client if current contract exists).
- WBCP conducts full reference checks for candidate(s) selected for Board/Commission interviews; or when Client is interested in making an offer.

NEGOTIATIONS / HIRE:

- Hire date to accommodate possible candidate relocation.
- Client (WBCP available to assist in process) conducts offer and facilitates salary negotiations with preferred candidate.

C. SAMPLE CANDIDATE SUMMARIES.....

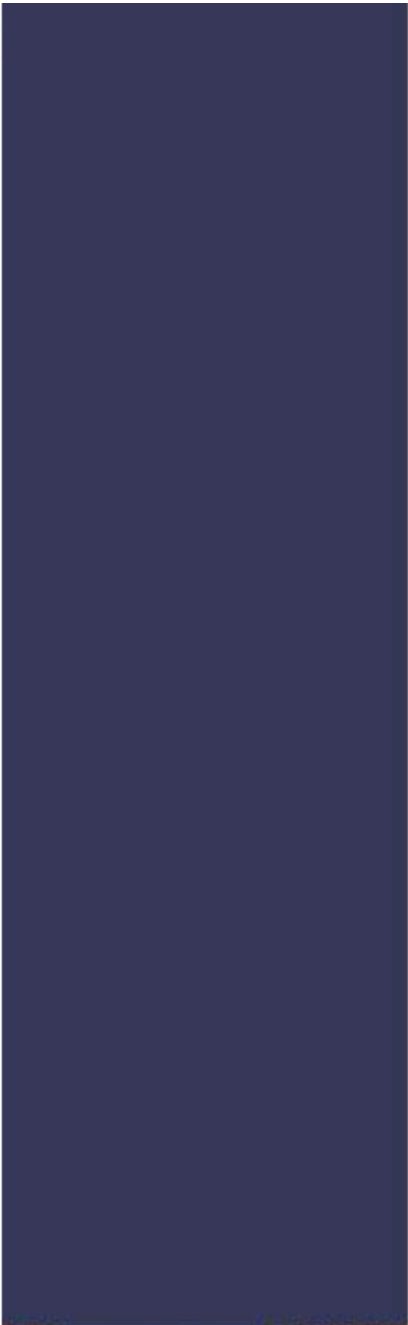


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Recruitment Summary..... Page 1

CANDIDATE PROFILES

RECOMMENDED FOR INTERVIEW

[REDACTED]..... Page 2

[REDACTED]..... Page 3

[REDACTED]..... Page 4

[REDACTED]..... Page 5

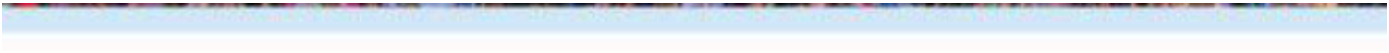
NOT RECOMMENDED FOR INTERVIEW

[REDACTED]..... Page 6

[REDACTED]..... Page 7



C. SAMPLE CANDIDATE SUMMARIES.....



RECRUITMENT SUMMARY

We received 51 total applicants, 6 were phone screened, and 4 are recommended herein for further consideration. Another 2 are mentionable internal candidates, but not necessarily recommended for interview.

Thank you for the opportunity to serve you.

Terri Maus-Nisich
WBCP, Inc.



C. SAMPLE CANDIDATE SUMMARIES.....



WBCP

SCOPE OF AUTHORITY: Staff: 8 (direct); 500 (indirect)
Project Budget: \$2.6 billion

POSITIONS HELD: DATES
Assistant Director, Transportation/CFO, 2016 – present
Director of Project Management & Finance, 2010 – 2016
Consulting Deputy Director, LA 2007 – 2010
Controller, 2000 – 2007
Assistant Controller, 1999 – 2000

EDUCATION: MA, Organizational Leadership, 2022
BS, Accounting, 2003
BA, Advertising, 1995

Certificates/Other: CPA in state of California

Salary Preference: negotiable within top of range

ASSESSMENT	COMMENTS
OVERALL	Over 24 years of increasingly responsible administrative, financial, and operational experience with both public and private industries including experience at LAUSD; Over 15 years of administrative and supervisory experience managing departments of over 500 (+) staff with 8 (+) direct reports; Other: CPA; grants experience; project control exp; fiscal management; project management; fleet & facility management; contract management; procurement; claims and risk management; leading mobility efforts; parking operations; leading recruitment efforts; employee resource management; labor negotiations. Strong compliance and project oversight expertise
STRENGTHS INTERPERSONAL LEADERSHIP	Strong collaborator; Believes in empowering team without micromanaging; approachable and engaging; highly responsive; sense of humor; leads with integrity; resourceful; dedicated
MISC.	Why [REDACTED] submitted to [REDACTED]? Strong leadership background in construction and facilities; has previously worked in public and private sector; believes he is a great fit for the role Relocation: Would commute from [REDACTED] Other: Could start 4-6 weeks from offer Longevity: 12-15 years

C. SAMPLE CANDIDATE SUMMARIES.....



SCOPE OF AUTHORITY:

Staff:
Budget:

15
\$5 – 15 billion

POSITIONS HELD:

Senior Business Manager, [REDACTED]
In transition (full-time MBA student)
Project Financial Controller
[REDACTED]
Managing Partner, [REDACTED]
District Business Manager, [REDACTED]
Accounting Manager, [REDACTED]

DATES

2020 – present
2017 – 2020
2016 – 2017
2013 – 2016
2008 – 2013
2002 – 2008

EDUCATION:

MBA, Finance, 2019
Bachelor's, Business Management

Certificates/Other: ERP; Peoplesoft; Oracle; eBuilder; Viewpoint; ProCore; Hyperion; Essbase; Advanced Excel; QuickBooks Pro;
"2023 Remarkable Leader" award recipient, City of Hope

Salary Preference: negotiable within top of range

ASSESSMENT	COMMENTS
OVERALL	Over 15 years of experience providing financial and business operations support on construction programs of up to \$15 Billion, in [REDACTED] Other: capital and operating accounting; reporting; controls and finance; contracts; revenue recognition; process streamlining; improvements and automation; excellent at Excel and fiscal monitoring; project controls and accountancy; continuous process improvement and automation; capital request processing
STRENGTHS INTERPERSONAL LEADERSHIP	Appreciates multiple perspectives; transparent; excellent communicator; tailors her messaging; clear; motivational; well spoken, professional; has ability to connect on complex issues and projects, leads by example; direct but fair
MISC.	Why [REDACTED]? Believes her skills and experience are a perfect fit; has the expertise in both construction and fiscal management to excel in the role Relocation: Would commute from [REDACTED] Other: Could start 4 weeks from offer Longevity: No set timeline; looking to make a long-term impact

WBCP will not limit the number of hours we work on a recruitment, rather we charge a flat rate and will spend the time necessary to ensure we are successful. Consulting fees will be billed in thirds at the beginning (open for applications and advertising campaign launched), middle (shortlist selection), and end of the recruitment process (selection made and background/ references concluded).

SERVICE COST PER RECRUITMENT CITY MANAGER

Description of Services/Deliverables:	Inclusive Rate per Recruitment:
Consulting Services: Phases I-IV in the proposal's recruitment strategy/phases section and related expenses: Brochure/graphic design; marketing and advertising which may include: print and postage (if applicable); online job boards targeted per recruitment; social media; sourcing; travel to client location (up to two trips); document shipping fees/delivery charges to facilitate virtual meetings, panel packet content; fees for background and reference checks (one candidate); one facilitator and facilitation of one panel per virtual or in person interview day.	\$29,000 (not-to-exceed)

GUARANTEE

WBCP Inc. provides either a placement guarantee, or a replacement guarantee as determined by the recruitment outcome and defined below:

Successful Placement Guarantee: We guarantee a successful placement and will provide continued consulting services for one additional recruitment at no extra consulting fee. The client will be responsible for any direct expenses.

OR

Replacement Guarantee: If a candidate selected and appointed by the client leaves their position for any reason before completing **12 months** of service, WBCP will provide consulting services at no additional cost to secure a replacement. The client will be responsible for any direct expenses. This guarantee applies to one replacement within one year of the candidate's departure.

[SEE ADDITIONAL SERVICE OPTIONS AND TIMELINE POLICY HERE](#)

5.8: REFERENCES

1-City of Goodyear, Arizona

Similar Positions Filled:

- City Manager

Contact Information:

- Lyman Locket, Human Resources Director – lyman.locket@goodyearaz.gov | 623-208-8365

2-City of Boulder City, Nevada

Similar Positions Filled:

- City Manager

Contact Information:

- Michael Mays, Interim City Manager – mmays@bcnv.org | 702-293-9261

3-City of Santa Monica, California

Similar Positions Filled:

- City Manager

Contact Information:

- Dana Brown, Director of Human Resources – Dana.Brown@santamonica.gov

4-City of Milpitas, California

Similar Positions Filled:

- City Manager

Contact Information:

- Kelli Parmley, Human Resources Director – kparmley@milpitas.gov | 408-586-3086

City of Dubuque, Iowa Request for Proposals City Manager Recruitment Services

Publication Date: July 1, 2026

Deadline for Vendor Questions: July 10, 2026, 5:00 PM (CST)

City Responses to Questions: July 15, 2026

Proposal Due: August 9, 2026, 5:00 PM (CST)

Anticipated Council Consideration of Agreement: September 7, 2026

Official Contact for this RFP

Kristen Dietz, Talent Acquisition Manager
City of Dubuque, Human Resources Department
50 W 13th Street, Dubuque, IA 52001
Phone: 563-581-2557

Email: kdietz@cityofdubuque.org

(Only email submissions are accepted.)

INVITATION TO SUBMIT PROPOSALS

The City of Dubuque, Iowa ("City") invites qualified executive search and recruitment consulting firms ("Consultant" or "Proposer") to submit proposals to provide professional consulting services for the recruitment, evaluation, and selection of a City Manager for the City of Dubuque.

This Request for Proposals (RFP) describes the services required, outlines the proposal submission requirements, and establishes the evaluation criteria that will be used to select the successful Consultant. The City intends to enter into a professional services agreement with the selected Consultant for the performance of the services described herein.

All proposals must be submitted in accordance with the instructions contained in this RFP. The City reserves the right to reject any or all proposals, to waive informalities or irregularities in any proposal received, to re-advertise for proposals, to enter into contract negotiations with the selected Proposer, or to take any other actions that may be deemed to be in the best interest of the City.

Section 1. Background Information

1.1 About the City of Dubuque

Dubuque, Iowa, located along the Mississippi River in the Tri-State region, is Iowa's oldest incorporated city and a full-service municipal organization known for its historic architecture, revitalized urban core, and vibrant riverfront. The City provides services across nearly 30 departments and divisions and employs more than 600 staff organization-wide. This structure supports operations ranging from public safety to parks, utilities, engineering, transportation, housing, economic development, arts and cultural affairs, and sustainability efforts.

Dubuque is recognized as a safe, thriving Midwest community rated among America's safest mid-sized cities with low crime, exceptional crime clearance rates, and a diversified economy supported by strong public-private partnerships.

1.2 Form of Government

The City operates under the Council-Manager form of government as authorized by Iowa Code Chapter 372. The seven-member City Council, including the Mayor, provides legislative and policy direction. The City Manager is appointed by and serves at the pleasure of the Council and is responsible for:

- Implementing policies and ordinances

- Overseeing all municipal departments and operations
- Preparing and administering the annual budget
- Recommending policy initiatives and providing professional guidance to the Council
- Ensuring effective, efficient delivery of municipal services

The City Manager is the chief administrative officer responsible for the daily operations of the City and must demonstrate strong leadership, communication, relationship-building, and municipal management expertise.

1.3 Vision, Mission, and Strategic Direction

Dubuque 2040 Vision Statement

“Dubuque 2040 is a sustainable and resilient city, an inclusive and equitable community where ALL are welcome.”

By 2040, Dubuque aims to be a community with:

- A preserved and celebrated “Masterpiece on the Mississippi” riverfront
- A strong and diverse economy
- Expanded connectivity across transportation, infrastructure, and technology
- Healthy living and active lifestyle opportunities
- Quality, affordable, and livable neighborhoods
- A wide array of diverse arts, culture, parks, and recreation activities
- A deeply engaged community in which residents actively participate in civic life

This vision is reflected in ongoing City initiatives, major capital projects, and community planning processes supported by staff across departments.

Mission Statement

Dubuque city government is progressive and financially sound, providing residents with excellent service and strong value for their tax dollars. Working in partnership with residents, businesses, and community organizations, the City strives to:

- Deliver excellent municipal services
- Supporting equitable and sustainable urban living
- Plan for the community’s long-term future
- Facilitate access to critical human services

These guiding principles drive the work of all City departments and employees.

City of Dubuque Goals for 2030

These seven organization-wide goals guide City Council decision-making, departmental work plans, and the priorities of the City Manager's Office:

1. **Healthy and Safe Community**
2. **Financially Responsible, High-Performance City Organization** – sustainable and effective service delivery
3. **Robust Local Economy** – diverse businesses, workforce opportunities, economic prosperity
4. **Livable Neighborhoods and Housing** – ensuring residents have great places to live
5. **Sustainable Environment** – preserving and enhancing natural resources
6. **Connected Community** – fair transportation, mobility, and tech infrastructure
7. **Diverse Arts, Culture, Parks & Recreation Experiences**

These goals align with real-time work underway across departments, such as sustainability initiatives, infrastructure modernization, affordable housing, transportation planning, and recreation programming.

City Council Policy Agenda (2025–2027)

Policy agenda items require major policy decisions, new directions, or significant investment. They are categorized as **Top Priorities** and **High Priorities**.

Top Priorities (2025–2027) – alphabetical order

- Commercial Air Service Future Strategy
- Comprehensive Fire Station Location and Facilities Study
- Fire & Police Department Staffing Enhancements
- Major sanitary sewer and stormwater system upgrades, including:
 - Catfish Creek Sanitary Sewer Project
 - Cedar Street Lift Station & Force Main
 - Chaplain Schmitt Island Sanitary Sewer
 - Harvard, Grove Terrace, and Hempstead Street Projects
 - Sanitary Sewer Consent Decree Compliance
- Stormwater investments including 17th & Elm, 17th & Locust, Bee Branch Gate & Pump Station
- Sports Complex Development
- Neighborhood and corridor reinvestment projects

High Priorities (2025–2027)

- Downtown Master Plan Update
- Central Avenue Revitalization
- Dubuque Law Enforcement Center Enhancements & Planning
- East–West Corridor and Roundabout Projects

- Schmitt Island Development Phases
- Parks and Recreation Master Plan Implementation
- Water Resource & Recovery Center improvements (odor control, process upgrades)

These projects involve collaboration across Public Works, Engineering, Water/Wastewater, Parks & Recreation, Housing, and Economic Development reflecting the City's full-service operations and cross-department coordination.

Management in Progress & Major Projects

Under each of the seven council goals, departments manage ongoing initiatives and capital projects. These include:

- Public infrastructure modernization
- Energy efficiency and climate action plan implementation
- Neighborhood revitalization and housing preservation
- Transportation expansion and multimodal connectivity
- Arts, culture, parks, and recreation program expansion
- Environmental health, tree canopy improvements, and green space investments
- Economic development and workforce initiatives

Departments regularly report progress to City leadership and the City Council as part of the City's performance-based and data-informed management approach.

Strategic Direction & Comprehensive Planning

The City's comprehensive plan, Imagine Dubuque 2037: A Call to Action, was adopted in 2017 following over 12,500 ideas gathered from more than 6,000 residents and stakeholders, with implementation guided by a collective impact model and ongoing community participation.

1.4 Current Situation

The City Manager position is anticipated to be vacant due to retirement in June 2027. The City Council is committed to conducting an inclusive, transparent, and comprehensive national search to identify a highly qualified and values-aligned leader.

Section 2. Instructions for Proposers

2.1 Preparation Costs

All costs associated with preparing and submitting proposals are the sole responsibility of the proposer; the City will not reimburse preparation expenses.

2.2 Modifications & Late Submittals

Proposals may be modified before the deadline; late submissions will not be accepted.

2.3 Proprietary Information

Proposers should refrain from submitting proprietary content where feasible. If Proposer asserts materials submitted are proprietary, Proposer must identify the material as such in their submission. Materials submitted to the city are subject to disclosure per the Iowa Open Records Act (Iowa Code Chapter 22).

2.4 Questions

Submit all questions by **July 10, 2026, 5:00 PM (CST)** to Kristen Dietz at:

kdietz@cityofdubuque.org

The City will post all answers to questions by **July 15, 2026**.

Section 3. Scope of Services

The City seeks a qualified executive recruitment firm ("Firm") to deliver a full-service, end-to-end search resulting in the appointment of a City Manager who aligns with Dubuque's values, Council priorities, and operational needs under the Council–Manager form.

3.1 Project Initiation & Planning

- Meet with the City Council and designated stakeholders to discuss the search process, expectations, and timeline.
- Review organizational and strategic documents to understand City operations.
- Develop a detailed work plan, communication protocols, and project schedule.

3.2 Stakeholder Engagement & Community Input

- Design and facilitate outreach to Council members, staff, community partners, residents, business leaders, and nonprofit representatives.
- Conduct interviews, focus groups, surveys, or public forums.
- Produce a stakeholder input summary to guide profile development.

3.3 Position Profile & Recruitment Materials

- Prepare a recruitment brochure aligned with City brand standards.
- Create a comprehensive City Manager position profile outlining qualifications, competencies, leadership attributes, and community context.
- Develop and execute a targeted national recruitment strategy, including advertising, networking, and direct outreach.

3.4 Candidate Recruitment & Screening

- Conduct proactive national outreach.
- Receive and acknowledge applications.
- Conduct preliminary interviews, reference checks, and background research.
- Present a recommended semifinalist pool (typically 6–8 candidates), including detailed assessment summaries.

3.5 Candidate Assessment, Interviews & Selection Support

- Coordinate semifinalist and finalist interviews.
- Assist with developing interview questions, rating matrices, and evaluation tools.
- Conduct comprehensive background investigations (education, employment, criminal, financial, media, and reputation).
- Facilitate community and stakeholder engagement with finalists, if requested.
- Support Council deliberations and assist with employment agreement negotiations.

3.6 Project Management & Reporting

- Serve as the primary candidate contact.
- Provide regular reports to the City Council.
- Maintain organized records and confidentiality in compliance with Iowa law.

3.7 Additional Services (Optional)

- Onboarding assistance
- Transition planning and support

Section 4. Expectations and Qualifications of the Recruitment Firm

4.1 Consultant Expectations

- Demonstrate transparency, professionalism, confidentiality, and alignment with City values.
- Adhere to City brand requirements.
- Utilize evidence-based recruitment tools and equitable selection practices.

4.2 Required Qualifications

- Minimum five (5) years of experience conducting municipal executive searches or comparable government administration roles.
- Successful placements in similar-sized communities.

- Adequate organizational capacity and professional liability insurance. See attached Insurance Schedule J for insurance requirements.
- Demonstrated commitment to workplace belonging and inclusion.

4.3 References

- Provide at least three (3) municipal references (preferably Midwest or Iowa communities).
-

Section 5. Proposal Format & Contents

Limit your proposal to ten (10) pages, excluding sample candidate reports.

5.1 Title Page

Firm name, address, contact information, and proposal date.

5.2 Transmittal Letter

Signed letter including authorization, subcontractors, and confirmation of understanding.

5.3 Executive Summary

High-level overview of qualifications and proposed approach.

5.4 Firm Profile & Qualifications

- Detailed firm information, staffing, and experience.
- List of relevant municipal executive search engagements.
- Evidence of expertise with Council-Manager governments.

5.5 Assigned Personnel

- Résumés, roles, and availability of assigned team members.
- Organizational chart (if applicable).

5.6 Proposed Approach & Methodology

- Stakeholder engagement strategy
- Recruitment plan
- Assessment and evaluation methods
- Confidentiality processes
- Project timeline

5.7 Pricing Proposal

Provide a non-binding cost proposal including:

- Fee structure (fixed or hourly)
- Reimbursable expenses
- Milestone billing
- Replacement guarantee terms

5.8 References

At least three (3) references with contact details.

Section 6. Firm Selection

Evaluation Process

A City evaluation committee will review proposals for completeness, quality, and fit, and may invite top firms for virtual discussions and/or a public meeting presentation.

Evaluation Criteria & Weights

Criteria	Weight
Experience	30%
Alignment	30%
Proposal Quality	30%
Overall Price	10%

Impression Scores (0 = Low, 5 = High) may be used qualitatively during committee review.

Experience: Qualifications and Experience (30%) Demonstrated experience conducting executive searches for city manager or chief administrative officer positions. Knowledge of the council-manager form of government. Track record of successful placements. Relevant experience with Iowa municipalities or communities of similar size and complexity.

Alignment (30%): Qualifications and experience of key personnel assigned to the project. Availability and commitment of team members. Demonstrated ability to work collaboratively with elected officials.

Proposal Quality (30%): Quality, comprehensiveness, and feasibility of the proposed approach. Effectiveness of the recruitment and outreach strategy. Candidate screening and assessment processes. Stakeholder engagement plan.

Overall Price (10%): Competitiveness and reasonableness of fees. Clarity and transparency of fee structure. Value for services proposed.

The City reserves the right to conduct interviews with the highest-ranked Proposers before making a final selection. The City may also request clarifications, additional information, or presentations from Proposers during the evaluation process.

Selection will be based on the proposal deemed most advantageous to the City, considering qualifications, approach, experience, and cost. The City is not obligated to select the lowest-cost proposal.

Section 7. Submission Due Date

August 9, 2026, 5:00 PM (CST)

Method: Email your proposal (PDF preferred) to Kristen Dietz, Talent Acquisition Manager at

kdietz@cityofdubuque.org

Proposals received after the deadline will not be accepted.

Section 8. Terms and Conditions

The City's standards terms and conditions are included as Exhibit B. If any changes are requested to a term or condition, the response submission must clearly outline the request and issue with the standard term and condition.

Section 9. Tentative RFP Timeline (Central Standard Time)

All milestones are in **July and August 2026** and are spaced to balance consultant preparation with City review.

Milestone	Date/Time
RFP published to the City's website	July 1, 2026
Deadline for firms to submit questions	July 10, 2026, 5 PM
City publishes consolidated responses to questions	July 15, 2026
RFP responses due	August 9, 2026, 5 PM
Council consideration of professional services agreement	September 7, 2026

Section 10. Tentative Recruitment Timeline

1. Firm Selection & Contracting — July–August 2026
2. Profile, Discovery & Engagement — Sept–Oct 2026
3. Posting & Outreach — Nov 2026–Jan 2027
4. Screening & Interviews — Jan–Mar 2027
5. Final Interviews — Late March 2027
6. Conditional Offer — April 2027
7. Transition & Onboarding — June 2027

EXHIBIT A

CITY OF DUBUQUE

INSURANCE SCHEDULE J

City of Dubuque Insurance Requirements for Professional Services

CITY OF DUBUQUE INSURANCE SCHEDULE J

1. _____ shall furnish a signed certificate of insurance to the City of Dubuque, Iowa, for the coverage required in Exhibit I prior to commencing work and at the end of the project if the term of work is longer than 60 days. Contractors presenting annual certificates shall present a certificate at the end of each project with the final billing. Each certificate shall be prepared on the most current ACORD form approved by the Iowa Department of Insurance or an equivalent approved by the Chief Financial Officer. Each certificate shall include a statement under Description of Operations as to why the certificate was issued. Eg: Project # _____ or Project Location at _____ or construction of _____.
2. All policies of insurance required hereunder shall be with an insurer authorized to do business in Iowa and all insurers shall have a rating of A or better in the current A.M. Best's Rating Guide.
3. Each certificate shall be furnished to the Finance Department, 50 West 13th Street, Dubuque, Iowa 52001.
4. Failure to provide coverage required by this Insurance Schedule shall not be deemed a waiver of these requirements by the City of Dubuque. Failure to obtain or maintain the required insurance shall be considered a material breach of this agreement.
5. Contractors shall require all subconsultants and sub-subconsultants to obtain and maintain during the performance of work insurance for the coverages described in this Insurance Schedule and shall obtain certificates of insurances from all such subconsultants and sub-subconsultants. Contractors agree that they shall be liable for the failure of a subconsultant and sub-subconsultant to obtain and maintain such coverages. The City may request a copy of such certificates from the Contractor.
6. All required endorsements shall be attached to certificate of insurance. The certificate is due before the contract/agreement can be approved.
7. Whenever a specific ISO form is listed, the current edition of the form must be used, or an equivalent form may be substituted if approved by the Chief Financial Officer and subject to the contractor identifying and listing in writing all deviations and exclusions from the ISO form.
8. Contractors shall be required to carry the minimum coverage/limits, or greater if required by law or other legal agreement, in Exhibit I. If the contractor's limits of liability are higher than the required minimum limits then the provider's limits shall be this agreement's required limits.
9. Contractor shall be responsible for deductibles and self-insured retention for payment of all policy premiums and other cost associated with the insurance policies required below.
10. All certificates of insurance must include agents name, phone number, and email address.
11. The City of Dubuque reserves the right to require complete, certified copies of all required insurance policies, including endorsements, required by this Schedule at any time.
12. The City of Dubuque reserves the right to modify these requirements, including limits, based on changes in the risk, or other special circumstances during the term of the agreement, subject to mutual agreement of the parties.

CITY OF DUBUQUE INSURANCE SCHEDULE J
(continued)

Exhibit I

A. COMMERCIAL GENERAL LIABILITY

General Aggregate Limit	\$2,000,000
Products- Completed Operations Aggregate Limit	\$1,000,000
Personal and Advertising Injury Limit	\$1,000,000
Each Occurrence	\$1,000,000
Fire Damage Limit (any one occurrence)	\$50,000
Medical Payments	\$5,000

- 1) Coverage shall be written on an occurrence, not claims made, form. The general liability coverage shall be written in accord with ISO form CG 00 01 or business owners form BP 00 02. All deviations from the standard ISO commercial general liability form CG 00 01, or business owners form BP 00 02, shall be clearly identified.
- 2) Include endorsement indicating that coverage is primary and non-contributory.
- 3) Include Preservation of Governmental Immunities Endorsement (sample attached).
- 4) Include additional insured endorsement for:
The City of Dubuque, including all its elected and appointed officials, all its employees and volunteers, all its boards, commissions and/or authorities and their board members, employees and volunteers. Use ISO form CG 20 26.
- 5) Policy shall include Waiver of Right to Recover from Others Endorsement.
- 6) Policy shall include cancellation and material change endorsement providing thirty (30) days advance written notice of cancellation, non-renewal, reduction in insurance coverage and/or limits and ten (10) days written notice of non-payment of premium shall be sent to: City of Dubuque, Finance Department, 50 West 13th Street, Dubuque, Iowa 52001.

B. AUTOMOBILE LIABILITY

Combined Single Limit	\$1,000,000
-----------------------	-------------

Coverage shall include all owned, non-owned, and hired vehicles. If the Contractor's business does not own any vehicles, coverage is required on non-owned and hired vehicles.

- 1) Policy shall include Waiver of Right to Recover from Others Endorsement

CITY OF DUBUQUE INSURANCE SCHEDULE J
(continued)

C. WORKERS' COMPENSATION & EMPLOYERS LIABILITY

Statutory benefits covering all employees injured on the job by accident or disease as prescribed by Iowa Code Chapter 85 as amended.

Coverage A Statutory – State of Iowa

Coverage B Employers Liability

Each Accident	\$100,000
Each Employee - Disease	\$100,000
Policy Limit – Disease	\$500,000

Policy shall include Waiver of Right to Recover from Others endorsement.

Coverage B limits shall be greater if required by the Umbrella/Excess Insurer.

OR

If, by Iowa Code Section 851.A, the Vendor is not required to purchase Workers' Compensation Insurance, the Vendor shall have a copy of the State's Nonelection of Workers' Compensation or Employers' Liability Coverage form on file with the Iowa Workers' Compensation Insurance Commissioner, as required by Iowa Code Section 87.22. Completed form must be attached.

D. UMBRELLA/EXCESS LIABILITY **\$1,000,000**

The General Liability, Automobile Liability, and Employer's Liability Insurance requirements may be satisfied with a combination of primary and Umbrella or Excess Liability Insurance. If the Umbrella or Excess Insurance policy does not follow the form of the primary policies, it shall include the same endorsements as required of the primary policies, including, but not limited to, Waiver of Subrogation and Primary Non-Contributory in favor of the City of Dubuque, the Dubuque Regional Airport, and the Dubuque Regional Airport Commission.

E. PROFESSIONAL LIABILITY **\$2,000,000**

If the required policy provides claims-made coverage:

- 1) The retroactive date must be shown and must be before the date of the agreement.
- 2) Insurance must be maintained, and evidence of insurance must be provided for at least five (5) years after completion of the work or services.
- 3) If coverage is canceled or non-renewed and not replaced with another claims-made policy form with a retroactive date prior to the date of the agreement, the contractor must provide "extended reporting" coverage for a minimum of five (5) years after completion of the work or services.

CITY OF DUBUQUE INSURANCE SCHEDULE J
(continued)

F. CYBER LIABILITY/BREACH

\$1,000,000

☐ Yes ☒ No

Coverage for First and Third-Party Breach Liability, including but not limited to lost data and restoration, loss of income and cyber breach of information.

**CITY OF DUBUQUE SCHEDULE J
(continued)**

Iowa Code Chapter 670, Liability of Governmental Subdivisions, provides cities with certain immunities which may be available to you. Naming the City of Dubuque an additional insured on your insurance as is requested by this insurance schedule may result in your waiver of those immunities. If you would like to preserve those immunities, please use this endorsement or an equivalent form. The preservation of immunities is for your benefit.

PRESERVATION OF GOVERNMENTAL IMMUNITIES ENDORSEMENT

1. Nonwaiver of Governmental Immunity. The insurer expressly agrees and states that the purchase of this policy and the including of the City of Dubuque, Iowa, as an additional insured does not waive any of the defenses of governmental immunity available to the City of Dubuque, Iowa under Code of Iowa Section 670.4 as it is now exists and as it may be amended from time to time.
2. Claims Coverage. The insurer further agrees that this policy of insurance shall cover only those claims not subject to the defense governmental immunity under the Code of Iowa Section 670.4 as it now exists and as it may be amended from time to time. Those claims not subject to Code of Iowa Section 670.4 shall be covered by the terms and conditions of this insurance policy.
3. Assertion of Government Immunity. The City of Dubuque, Iowa, shall be responsible for asserting any defense of governmental immunity, and may do so at any time and shall do so upon the timely written request of the insurer.
4. Non-Denial of Coverage. The insurer shall not deny coverage under this policy and the insurer shall not deny any of the rights and benefits accruing to the City of Dubuque, Iowa, under this policy for reasons of governmental immunity unless and until a court of competent jurisdiction has ruled in favor of the defense(s) of governmental immunity asserted by the City of Dubuque, Iowa.
5. No Other Change in Policy. The above preservation of governmental immunities shall not otherwise change or alter the coverage available under the policy.

SPECIMEN

(DEPARTMENT MANAGER: FILL IN ALL BLANKS AND CHECK BOXES)

EXHIBIT B TERMS AND CONDITIONS

CITY OF DUBUQUE STANDARD TERMS AND CONDITIONS

ACCELERATED PAY DISCOUNTS - Accelerated discounts should be so stated on the bid submittal page. If quick pay discounts are offered, the City reserves the right to include that discount as part of the award criteria. Prices must, however, be based upon payment in net thirty (30) days after receipt, inspection and acceptance. In all cases, quick pay discounts will be calculated from the date of the invoice or the date of acceptance, whichever is later.

ADA COMPLIANCE

1. The Contractor shall comply with all applicable provisions of the Americans with Disabilities Act (Public Law 101-336, 42 U.S.C. 12101 et seq.) and applicable Federal regulations under the Act.
2. Bids for design, construction, programs, policies and concessions of any type shall comply with the 2010 Standards for Accessible Design, the ADA title II regulation, Section 504 of the 1973 Rehabilitation Act, and similar statutes and regulations prohibiting discrimination on the basis of disability.
3. The Contractor shall ensure that its websites and all online services, including those websites or online services provided by third parties upon which the City of Dubuque relies to provide services or content, comply with, at minimum, Web Content Accessibility Guidelines - WCAG 2.0 AA.

ASSIGNMENT - The City and the Contractor each are hereby bound and the partners, successors, executors, administrators and legal representatives of the City and the Contractor are hereby bound to the other party to the Contract and to the partners, successors, executors, administrators and legal representatives (and said assigns) of such other party, in respect of all covenants, agreements and obligations of the Contract. Any assignment or attempt at assignment made without prior written consent of the City shall be void.

BID CURRENCY/LANGUAGE - All bid prices shall be shown in US Dollars (\$). All prices must remain firm for the duration of the Contract regardless of the exchange rate. All bid responses must be submitted in English.

BID FORM - Each bidder must submit an original bid and additional copies as required on the forms attached. The bidder shall correctly sign the bid, and the bid may be rejected if it shows any omissions, alterations of the form, additions not called for in the bid, or any irregularities of any kind. In case of a discrepancy between the unit price and the extended price, the unit price shall prevail.

BID INFORMATION IS PUBLIC - The bid and all documents submitted with any bid shall become public documents subject to Iowa Code Chapter 22, which is otherwise known as the "Iowa Open Records Law". By submitting the bid any document to the City of Dubuque in connection with a bid, the submitting party recognizes this and waives any claim against the City of Dubuque and any of its officers and employees relating to the release of any document or information submitted. Each submitting party shall hold the City of Dubuque and its officers and employees harmless from any claims arising from the release of any document or information made available to the City of Dubuque arising from any

opportunity. Bid information requested by the public or other bidders will be provided in an alternative format if the requestor is a person with a disability and requires an alternative form for comprehension.

BID REJECTION OR PARTIAL ACCEPTANCE - The City reserves the right to accept or reject any or all bids or parts thereof. The City further reserves the right to waive technicalities and formalities in bids, as well as to accept in whole or in part such bids where it is deemed advisable in protection of the best interests of the City.

CONFLICT OF INTEREST - The Contractor represents, warrants, and covenants that no relationship exists or will exist during the Contract period between the Contractor and the City that is a conflict of interest. No employee, officer or agent of the Contractor shall participate in the selection or in the award if a conflict of interest, real or apparent, exists. The provisions of Iowa Code ch. 68B shall apply to the Contract. If a conflict of interest is proven to the City, the City may terminate the Contract, and Contractor shall be liable for any excess costs to the City as a result of the conflict of interest. The Contractor shall establish safeguards to prevent employees, consultants, or members of governing bodies from using their positions for purposes that are, or give the appearance of being, motivated by the desire for private gain for themselves or others with whom they have family, business, or other ties. The Contractor shall report any potential, real, or apparent conflict of interest to the City.

CONTRACT DOCUMENTS - The Contract Documents are this Contract, the Request for Bids, the Contractor's Bids, and the following additional documents, if any:

In the event of a dispute with respect to any term or condition in the Contract Documents, they shall be interpreted in the following order: this Contract, the Request for Bids, the Contractor's Bids, and the following additional documents, if any:

DISPUTES - Should any disputes arise with respect to the Contract, the Parties agree to act immediately to resolve such disputes. Time is of the essence in the resolution of disputes. The Contractor agrees that, the existence of a dispute notwithstanding, it will continue without delay to carry out all of its responsibilities under the Contract that are not affected by the dispute and the City shall continue to make payment for all Work properly performed. Should the Contractor fail to continue to perform its responsibilities regarding all non-disputed work, without delay, any additional costs incurred by the City or the Contractor as a result of such failure to proceed shall be borne by the Contractor. The unintentional delayed payment by the City to the Contractor of one or more invoices not in dispute in accordance with the terms of the Contract will not be cause for Contractor to stop or delay Work.

FORCE MAJEURE - Force majeure shall be any of the following events: acts of God or the public enemy; compliance with any order, rule, regulation, decree, or request of any governmental authority or agency or person purporting to act therefore; acts of war, public disorder, rebellion, terrorism, or sabotage; floods, hurricanes, or other storms; strikes or labor disputes; or any other cause, whether or not of the class or kind specifically named or referred to herein, not within the reasonable control of the party affected. A delay in or failure of performance of either party shall not constitute a default hereunder nor be the basis for, or give rise to, any claim for damages, if and to the extent such delay or failure is caused by force majeure. The party who is prevented from performing by force majeure shall be obligated, within a period not to exceed fourteen (14) days after the occurrence or detection of any such event, to give notice to the other party setting forth in reasonable

detail the nature thereof and the anticipated extent of the delay, and shall remedy such cause as soon as reasonably possible, as mutually agreed between the parties.

INDEMNIFICATION - To the fullest extent permitted by law, the Contractor shall indemnify and hold harmless the City, its officers and employees, from and against all claims, damages, losses and expenses, including but not limited to attorneys' fees, arising out of or resulting from performance of the Contract, provided that such claim, damages, loss or expense is attributable to bodily injury, sickness, disease or death, or injury to or destruction of property, including loss of use resulting therefrom, but only to the extent caused in whole or in part by negligent acts or omissions of the Contractor, or anyone directly or indirectly employed by the Contractor or anyone for whose acts the Contractor may be liable, regardless of whether or not such claim, damage, loss or expense is caused in part by a party indemnified hereunder.

LAWS AND REGULATIONS - The Contract shall be governed, interpreted and enforced in accordance with all applicable federal, State of Iowa, and local laws, ordinances, licenses and regulations and shall apply to the Contract throughout, as the case may be. The Contractor certifies that in performing the Contract it will comply with all applicable provisions of the federal, state, and local laws, ordinances, licenses and regulations. Venue for any action arising out of this Contract shall be the Iowa District Court for Dubuque County, Iowa.

METHOD OF AWARDING - The City reserves the right to make awards based on the entire bid or on an item by item basis. However, if Contractor's bid is based on an "all or none" condition, the City may consider its bid non-responsive and reject the entire bid.

NO GIFT STANDARD - The City of Dubuque is committed to upholding the highest ethical standards in all of its business practices. This standard recognizes the need to avoid even the perception of improper gifts or favors to employees. Therefore, all suppliers have been asked to abide by the City's "No Gift" standard. The "No Gift" standard also applies to all offers of discounts or free items at any place of business targeted toward a City employee and not available to the general public, regardless of the value.

NON-COLLUSION STATEMENT - Neither the Contractor, nor anyone in the employment of the Contractor, has employed any person to solicit or procure the Contract nor will the Contractor make any payment or agreement for payment of any compensation in connection with the Contract. There is no contract, agreement or arrangement, either oral or written, expressed or implied, contemplating any division of compensation for Work rendered under the Contract or participation therein, directly or indirectly, by any other person, firm or corporation, except as documented in the Contract. Neither the Contractor, nor anyone in the employment of the Contractor, has either directly or indirectly entered into any agreement, participated in any collusion or otherwise taken any action in restraint of free competitive procurement in connection with the Contract.

NON-DISCRIMINATION AND EQUAL OPPORTUNITY - All Contractors that engage in contracts with the City of Dubuque, Iowa agree as follows: The Contractor will not discriminate against any employee or applicant for employment because of race, sex, color, creed, ancestry, national origin, marital status, Familial status, religion, age, disability, sexual orientation, gender identity, genetic information, status with regard to public assistance, status as a veteran or any classification protected by federal, state, or local law, (Protected Classes) except where age and sex are essential bona fide occupational requirements, or where disability is a bona fide occupational disqualification. Such action

shall include, but not be limited to the following; (a) Employment, (b) Upgrading, (c) Demotion or transfer, (d) Recruitment and advertising, (e) Layoff or termination, (f) Rate of pay or other forms of compensation, and (g) Selection for training, including apprenticeship. The Contractor further assures that managers and employees comply with both the spirit and intent of federal, state, and local legislation, government regulation, and executive orders in providing affirmative action as well as equal opportunity without regard to the protected classes, as stated above. The Contractor will include, or incorporate by reference, the provisions of the nondiscrimination clause in every contract or subcontract unless exempt by the rules, regulations or orders of the City and will provide in every contract or subcontract that said provision will be binding upon each Contractor..

REGULATORY AGENCY COMPLIANCE - Compliance with laws and regulations set forth by regulatory agencies is required. These agencies include, but are not limited to, OSHA – Occupational Safety & Health Agency, EPA – Environmental Protection Agency, ICC – Interstate Commerce Commission, DNR – Department of Natural Resources, and DOT – Department of Transportation. The City of Dubuque expects that Contractors will offer expertise on conformance of regulations applying to the products they sell and the Work they perform.

RIGHT TO PROTEST - Anyone wishing to file a protest concerning (1) the specifications, (2) the bid procedure or (3) the award of the Contract must do so in writing in accordance with the City's Protest by bidders which is found in the City's purchasing policy

SAFETY DATA SHEETS - The Hazard Communication Standard (HCS) requires chemical manufacturers, distributors, and importers to ensure that each container of hazardous chemicals leaving the workplace is labeled, tagged, or marked and to provide Safety Data Sheets (SDS) to communicate the hazards of hazardous chemical products. It is the chemical supplier's responsibility to determine which products are covered and to provide SDS with the initial shipment. It is also the chemical supplier's responsibility to provide any updated or revised SDS, as they become available for any products sold and delivered to the City of Dubuque. City of Dubuque employees shall not accept a shipment of any chemical that does not have a SDS attached or currently on file. Safety Data Sheets shall be available in alternative formats if the requestor is a person with a disability and requires an alternative format for comprehension.

SUBCONTRACTING - All Subcontractors shall be listed in the Contract or in a written amendment to the Contract.

SUSPENSIONS AND DEBARMENT - The Contractor hereby certifies, pursuant to 2 CFR pt. 180 and 2 CFR pt. 3000, that neither it nor its principles are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in the Contract by any federal agency. The Contractor further certifies that it is not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in any contracts with the City of Dubuque or the State of Iowa.

TAXES - The City of Dubuque is exempt from sales tax and certain other use taxes. Any charges for taxes from which the City is exempt will be deducted from invoices before payment is made.

TERMINATION OF CONTRACT - The City may terminate the Contract at any time for any reason with or without cause. In that event, all finished or unfinished Work, reports,

materials(s) prepared or furnished by the Contractor under the Contract shall, at the option of the City, become its property. If the Contract is terminated by the City as provided herein, the Contractor shall be paid for all Work which has been authorized, provided, and approved up to the effective date of termination. The City will not be subject to any termination fees from the Contractor.

WARRANTIES - WORK - The Contractor shall perform Work for the City pertaining to the Project as set forth in the Contract.

Contractor represents that the Work and all of its components shall be free of defects; shall be performed in a manner consistent with other Contractors in a similar industry and application; and shall conform to the requirements of the Contract.

Contractor shall be responsible for the quality, technical accuracy, completeness and coordination of all Work performed under the Contract. Contractor shall, promptly and without charge, provide all corrective Work necessary as a result of Contractor's acts, errors, or omissions with respect to the quality and accuracy of the Work.

Contractor shall be responsible for any and all damages to property or persons as a result of Contractor's acts, errors, or omissions, and for any losses or costs to repair or remedy any Work undertaken by City based upon the Work as a result of any such acts, errors, or omissions.

Contractor's obligations shall exist without regard to, and shall not be construed to be waived by, the availability or unavailability of any insurance, either of City or Contractor.

WARRANTIES - INTELLECTUAL PROPERTY - Contractor represents and warrants that all the materials and Work produced, or provided to the City pursuant to the terms of the Contract shall be wholly original with the Contractor or that the Contractor has secured all applicable interests, rights, licenses, permits or other intellectual property rights in such materials and work. The Contractor represents and warrants that the materials and Work, and the City's use of same, and the exercise by the City of the rights granted by the Contract shall not infringe upon any other work or violate the rights of publicity or privacy of, or constitute a libel or slander against, any person, firm, or corporation. The Contractor further represents and warrants that the materials and Works does not infringe upon the copyright, trademark, trade name, trade dress patent, statutory, common law or any other rights of any person, firm or corporation or other entity. The Contractor represents and warrants that it is the owner of or otherwise has the right to use and distribute the Work contemplated by the Contract.

ADDENDUM NO. 1

To: All Interested Parties

RFP: City Manager Recruitment Services

Date: July 15, 2026

Proposals Due: August 9, 2026 at 5:00 p.m. (NO CHANGE)

The following responses to submitted questions herein shall become part of the Proposal, and shall be included in the Scope of Work and Qualifications to be submitted.

1. **Q:** The RFP references outreach to community stakeholders during the early information-gathering phase. Does the City have an estimated number of community stakeholders or stakeholder groups it expects the selected firm to engage?

A. The City has not established a specific number of community stakeholders or stakeholder groups that the selected firm is expected to engage. We anticipate the successful proposer will work collaboratively with the City to identify an appropriate cross-section of stakeholders that reflects the community and key organizational interests.

2. **Q:** The RFP references community forums, surveys, and focus groups as possible engagement methods. Does the City have a preferred approach, or should proposers recommend an engagement method based on their experience?

A. The City does not have a preferred engagement approach. We encourage proposers to recommend the engagement methods they believe will be most effective based on their experience and best practices. The City is open to a combination of community forums, surveys, focus groups, interviews, or other innovative approaches that will result in meaningful stakeholder input and help inform the recruitment profile.

Should the consultant wish to receive a copy of this Addendum #1 via e-mail, please call 563-581-2557 and one will be e-mailed upon request.

Sincerely,

A handwritten signature in black ink that reads "Kristen Dietz". The signature is written in a cursive, flowing style.

Kristen Dietz
Talent Acquisition Manager
City of Dubuque

END OF ADDENDUM NO. 1