



CITY OF DUBUQUE, IOWA
CITY COUNCIL MEETING
Historic Federal Building: 350 W. 6th
Street - Second-Floor Council
Chambers.
September 9, 2026 at 5:30 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

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

SPECIAL SESSION

1. GMP Consultants Presentation

GMP Consultants will provide a presentation on their proposed process for City Manager executive recruitment.

Suggested Disposition: Receive and File; Presentation

2. CPS HR Consulting Presentation

CPS HR Consulting will provide a presentation on their proposed process for City Manager executive recruitment.

This presentation will tentatively begin at 6:15 p.m.

Suggested Disposition: Receive and File; Presentation

3. Consultant Selection for City Manager Executive Recruitment Services

The City Council will select the consultant for City Manager executive recruitment services.

Suggested Disposition: Receive and File; Council

ADJOURNMENT

The agenda with supporting documents may be accessed at
www.cityofdubuque.org/agendas or at the City Clerk's Office
at cityclerk@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 cityclerk@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:	GMP Consultants Presentation
SUMMARY:	GMP Consultants will provide a presentation on their proposed process for City Manager executive recruitment.
SUGGESTED DISPOSITION:	Receive and File; Presentation

ATTACHMENTS:

1. GMP Consultants RFP Submission
2. City of Dubuque RFP
3. City of Dubuque Evaluation Scoring Matrix
4. Presentation-Uploaded 9.9.26



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

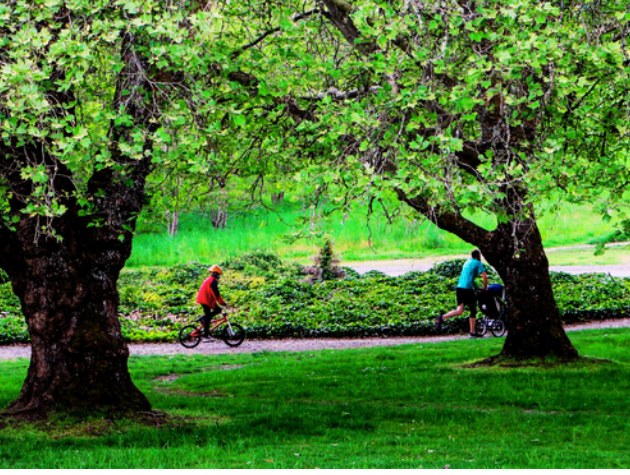
Washington



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](#)

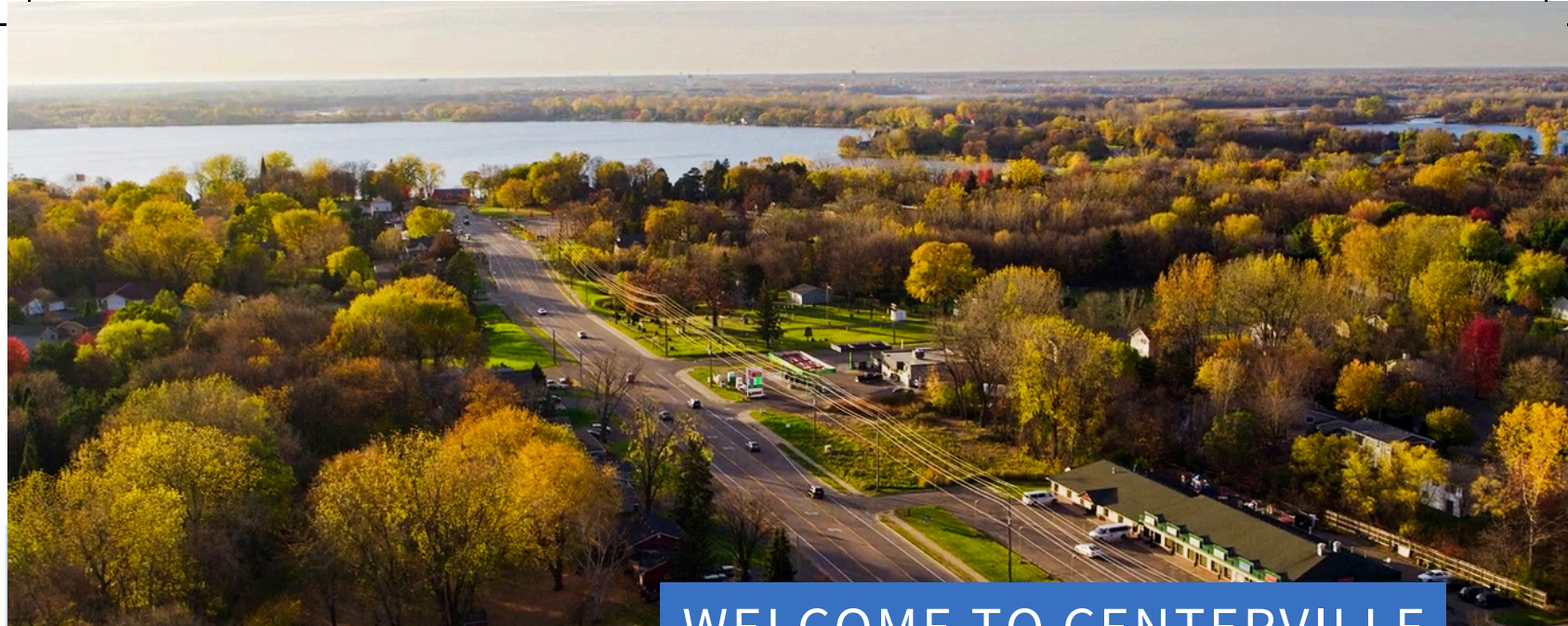


City of
Lakewood



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 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 from BP 00 02. All deviations from the standard ISO commercial general liability form CG 00 01, or business owners from 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
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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.

City Manager Recruitment Services — Evaluation Scoring Matrix

Recruitment Firm Name: _____

Reviewer: _____

Evaluation Criteria	Weight	What the Committee Should Evaluate	Score (0–3)
Experience	30%	<i>Relevant executive-search experience and demonstrated results.</i> Evaluate the firm’s experience conducting City Manager, Assistant/Deputy City Manager, County Administrator, or other comparable local government executive searches. Consider experience with municipalities of similar population, workforce size, organizational structure, budget, service responsibilities, and overall complexity. Consider the firm’s demonstrated success in identifying and placing qualified executive candidates, including the quality and longevity of prior placements. Evaluate the firm’s ability to conduct broad regional or national searches and attract both active (actively looking for employment) and passive (not actively looking) candidates. The Committee should also consider the qualifications, experience, and demonstrated success of the specific consultants and search team proposed for Dubuque, including their direct involvement in comparable searches, knowledge of local government leadership, and availability throughout the process.	
Alignment	30%	<i>Understanding of the City of Dubuque and ability to tailor the search to the City’s specific leadership needs.</i> Evaluate the firm’s demonstrated understanding of Dubuque’s organization, community, demographics, economic environment, regional position, opportunities, challenges, and governance structure. Consider the firm’s understanding of the City Manager’s role within a council-manager form of government and its ability to translate the City’s strategic priorities, organizational needs, and community characteristics into a clear and compelling candidate profile. Evaluate the proposed approach for engaging the City Council, employees, community members, and other stakeholders to identify the leadership characteristics, experience, skills, and values desired in the next City Manager. Consider whether the firm demonstrates an ability to market Dubuque effectively to prospective candidates and communicate the opportunities and expectations associated with leading the City.	

Evaluation Criteria	Weight	What the Committee Should Evaluate	Score (0–3)
Proposal Quality	30%	<i>Quality, comprehensiveness, and feasibility of the proposed search process.</i> Evaluate the firm’s proposed methodology from initial engagement through appointment and follow-up. Consider the approach to developing the candidate profile; stakeholder engagement; market research; candidate identification; national, regional, and local outreach; recruitment of both active and passive candidates; candidate sourcing and networking; screening and qualification; background and reference checks; assessment and evaluation; presentation of candidates to the City Council; interview preparation; facilitation of interviews and selection; offer and negotiation support; and transition/onboarding assistance. Evaluate the clarity and feasibility of the proposed timeline, project management approach, communication protocols, deliverables, frequency of updates, responsiveness to the City Council and staff, and the level of involvement of the lead consultant. Consider the firm’s approach to maintaining candidate confidentiality, addressing unexpected challenges, replacing candidates who withdraw, and providing follow-up or placement support after the appointment.	
Overall Price	10%	<i>Reasonableness, transparency, and overall value of the proposed cost.</i> Evaluate the competitiveness and reasonableness of the firm’s total proposed fees in relation to the scope and quality of services provided. Consider whether the fee structure is clearly explained and identifies all anticipated costs, including professional fees, travel, advertising, background checks, assessment services, candidate expenses, and other reimbursable expenses. Evaluate whether the proposal clearly identifies what services are included in the base fee and what, if any, services would result in additional costs. Consider the firm’s replacement or guarantee provisions if the selected candidate leaves within a specified period. The Committee should evaluate overall value, rather than simply selecting the lowest-cost proposal, considering the relationship between cost, experience, methodology, level of service, and likelihood of achieving a successful City Manager placement.	

Notes/Comments:

Recommended 0–3 Scoring Scale

Score	Rating	Guidance
3	Excellent	Proposal substantially exceeds expectations. Demonstrates extensive and highly relevant experience, a strong understanding of the City’s needs, and a comprehensive approach with a high likelihood of successful placement.
2	Good / Meets Expectations	Proposal meets expectations and demonstrates sufficient relevant experience, understanding, and methodology to successfully perform the work. Minor gaps or limitations may exist.
1	Below Expectations	Proposal partially meets expectations but has notable weaknesses, limited relevant experience, or gaps in the proposed approach that may affect the likelihood of a successful search.
0	Does Not Meet Expectations	Proposal does not adequately address the criterion, provides insufficient information for evaluation, or demonstrates significant concerns regarding the firm's ability to successfully perform the work.

Weighted Score Calculation

With the 0–3 scale, I would recommend calculating the weighted score as:

$$\text{Score} \div 3 \times \text{Weight} = \text{Weighted Score}$$



COUNCIL INTERVIEW • SEPTEMBER 2026

Finding Dubuque's next City Manager

A transparent, evidence-led national search

Presented by Jeff Weldon, Senior Consultant

This is a leadership transition, not simply a vacancy

The next City Manager must connect Council priorities, organizational performance and community trust.

600+

employees across a full-service organization

≈30

departments and divisions to align

7

Council goals guiding the 2030 agenda

**JUNE
2027**

anticipated transition following retirement

Council priorities and stakeholder input together shape the leadership profile and criteria used to evaluate candidates.

Municipal depth meets national reach

900+

executive searches completed nationwide

630

collective years of local-government leadership

4,900

City Manager professionals reached by email

Council-Manager expertise

Your lead consultants have served in the role and understand the policy-administration balance.

Iowa and Midwest credibility

An Iowa-based consultant and strong regional relationships support a search that feels local and reaches nationally.

Active market intelligence

Current City Manager searches and association networks help identify accomplished leaders who are not actively applying.

ASSIGNED TEAM

Your lead consultants have sat in the City Manager's chair



Jeff Weldon

SENIOR CONSULTANT

29 years in municipal management
City Manager in Brookings and
Yankton
City Administrator in Minnesota



Dan Gifford

LEAD CONSULTANT

27 years in municipal government
Iowa roots from Fairfield to Spencer
ICMA Credentialed and AICP
Senior Advisor to Iowa city managers



Jennifer Monsivais

Project management • stakeholder
coordination



Kate Hansen, PMP

Operations • quality control • logistics

Dubuque's priorities become measurable leadership criteria



01

LISTEN

Council, staff, residents, business leaders and community partners

02

SYNTHESIZE

Success factors, risks, transition expectations and shared themes

03

TRANSLATE

Position profile, screening criteria, Candidate Matrix and interview design

Transparent boundaries clarify what input shapes—and what remains confidential under Iowa law.

Four phases create one transparent decision trail

01

PREPARATION

Kickoff and schedule
Stakeholder engagement
Position profile

02

SOURCING

Targeted advertising
Direct outreach
Candidate cultivation

03

ASSESSMENT

Research and screening
Preliminary interviews
Scored Candidate Matrix

04

SELECTION

Finalist process
Background and
references
Council deliberation
support

Council defines the criteria, selects finalists and makes the appointment; GMP provides the process, evidence and facilitation.

Proactive outreach reaches candidates a posting will not

4,900

City Manager professionals reached through targeted email outreach

Personal calls to proven municipal leaders and trusted referral networks

Invitation to Apply mailed to City Manager professionals in Iowa and surrounding states

Regional and national advertising through professional associations, GMP channels and LinkedIn



The strongest prospect may not be looking—until a credible peer calls.

Every candidate is evaluated against the same evidence

6-8

Council selects the finalists; references and comprehensive background checks follow.

Council controls every milestone

WEEKS 1-2 Kickoff, engagement and profile	WEEKS 3-7 Advertising and direct outreach	WEEKS 8-9 Screening and preliminary interviews	WEEK 10 Council work session and finalist selection	WEEKS 11-12 References, interview design and logistics	WEEK 12 Final interviews and hiring decision
COUNCIL DECISION POINTS Approve profile and criteria			Select finalists		Interview and appoint

GMP supplies status reporting, candidate communication and organized records throughout.

Clear value. Shared accountability.

\$20,000

fixed professional fee

Covers all consultant and staff time for the recruitment.

BILLED AT THREE MILESTONES

- 01 At project start
- 02 Halfway through the search
- 03 After final interviews

Expenses are reimbursed at actual cost with no markup.

18-MONTH PLACEMENT GUARANTEE

If the selected candidate leaves within 18 months, GMP will conduct another search for expenses only, subject to the proposal terms.

OPTIONAL TRANSITION SUPPORT

First-year goals and a six-month evaluation can reinforce alignment and early success after the appointment.



Ready to partner with Council

Three commitments from day one

LISTEN FIRST

Build the leadership profile around Dubuque's goals, organization and community.

RECRUIT DIRECTLY

Reach proven municipal leaders locally, regionally and nationally.

DOCUMENT CLEARLY

Give Council consistent evidence, transparent milestones and confident facilitation.

Questions & discussion

Jeff Weldon • Senior Consultant

**City of Dubuque
City Council**

SPECIAL SESSION # 2.

ITEM TITLE:	CPS HR Consulting Presentation
SUMMARY:	CPS HR Consulting will provide a presentation on their proposed process for City Manager executive recruitment. This presentation will tentatively begin at 6:15 p.m.
SUGGESTED DISPOSITION:	Receive and File; Presentation

ATTACHMENTS:

1. CPS HR Consulting RFP Submission
2. City of Dubuque RFP
3. City of Dubuque Evaluation Scoring Matrix
4. Presentation-Uploaded 9.9.26

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.

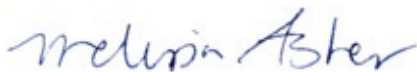
CPS HR offers a broad spectrum of human resource services while delivering personalized, results-oriented services, utilizing best practice methods of recruitment and selection strategies from our team of recruitment experts. We understand that each agency is unique, and our extensive experience allows 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

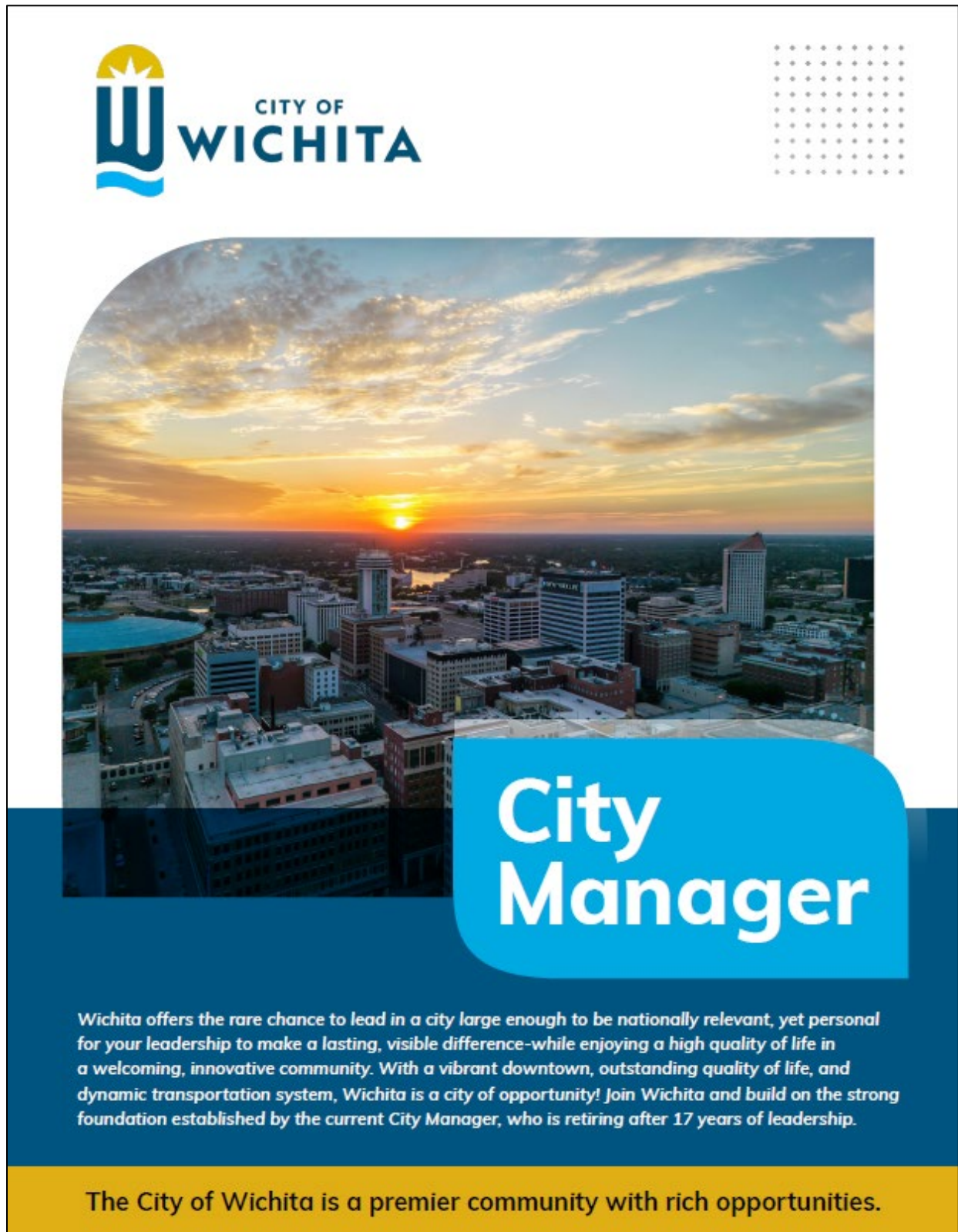
Agency: City of Wichita, KS
Contact: Shana Warkentine, Executive Assistant to the City Manager
Phone/Email: (316) 269-4704 / swarkentine@wichita.gov
Address: 455 N Main, Wichita, KS 67202
Project: Full recruitment for City Manager (2025)

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.

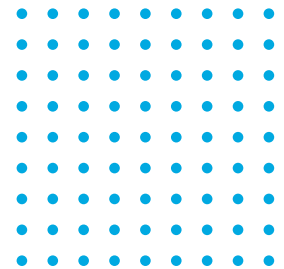
Experience: At least seven (7) years of progressively responsible experience in municipal government or public sector management, including a minimum of five (5) years in a senior executive or department director role. A minimum of ten (10) years' experience in executive-level for-profit roles with transferable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

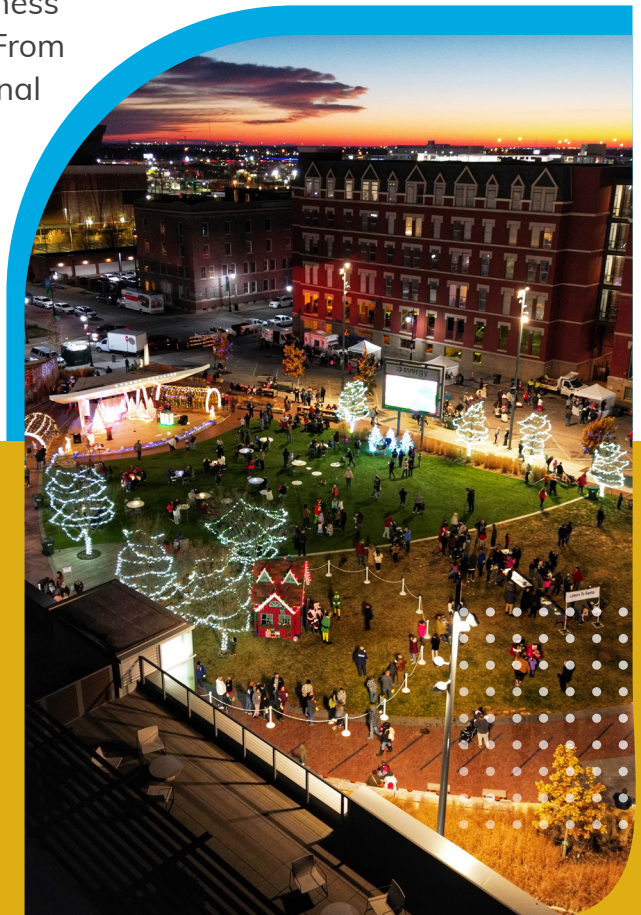
Email: tanderson@cpshr.us

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.

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 from BP 00 02. All deviations from the standard ISO commercial general liability form CG 00 01, or business owners from 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
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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 AWARDDING - 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.

City Manager Recruitment Services — Evaluation Scoring Matrix

Recruitment Firm Name: _____

Reviewer: _____

Evaluation Criteria	Weight	What the Committee Should Evaluate	Score (0–3)
Experience	30%	<i>Relevant executive-search experience and demonstrated results.</i> Evaluate the firm’s experience conducting City Manager, Assistant/Deputy City Manager, County Administrator, or other comparable local government executive searches. Consider experience with municipalities of similar population, workforce size, organizational structure, budget, service responsibilities, and overall complexity. Consider the firm’s demonstrated success in identifying and placing qualified executive candidates, including the quality and longevity of prior placements. Evaluate the firm’s ability to conduct broad regional or national searches and attract both active (actively looking for employment) and passive (not actively looking) candidates. The Committee should also consider the qualifications, experience, and demonstrated success of the specific consultants and search team proposed for Dubuque, including their direct involvement in comparable searches, knowledge of local government leadership, and availability throughout the process.	
Alignment	30%	<i>Understanding of the City of Dubuque and ability to tailor the search to the City’s specific leadership needs.</i> Evaluate the firm’s demonstrated understanding of Dubuque’s organization, community, demographics, economic environment, regional position, opportunities, challenges, and governance structure. Consider the firm’s understanding of the City Manager’s role within a council-manager form of government and its ability to translate the City’s strategic priorities, organizational needs, and community characteristics into a clear and compelling candidate profile. Evaluate the proposed approach for engaging the City Council, employees, community members, and other stakeholders to identify the leadership characteristics, experience, skills, and values desired in the next City Manager. Consider whether the firm demonstrates an ability to market Dubuque effectively to prospective candidates and communicate the opportunities and expectations associated with leading the City.	

Evaluation Criteria	Weight	What the Committee Should Evaluate	Score (0–3)
Proposal Quality	30%	<i>Quality, comprehensiveness, and feasibility of the proposed search process.</i> Evaluate the firm’s proposed methodology from initial engagement through appointment and follow-up. Consider the approach to developing the candidate profile; stakeholder engagement; market research; candidate identification; national, regional, and local outreach; recruitment of both active and passive candidates; candidate sourcing and networking; screening and qualification; background and reference checks; assessment and evaluation; presentation of candidates to the City Council; interview preparation; facilitation of interviews and selection; offer and negotiation support; and transition/onboarding assistance. Evaluate the clarity and feasibility of the proposed timeline, project management approach, communication protocols, deliverables, frequency of updates, responsiveness to the City Council and staff, and the level of involvement of the lead consultant. Consider the firm’s approach to maintaining candidate confidentiality, addressing unexpected challenges, replacing candidates who withdraw, and providing follow-up or placement support after the appointment.	
Overall Price	10%	<i>Reasonableness, transparency, and overall value of the proposed cost.</i> Evaluate the competitiveness and reasonableness of the firm’s total proposed fees in relation to the scope and quality of services provided. Consider whether the fee structure is clearly explained and identifies all anticipated costs, including professional fees, travel, advertising, background checks, assessment services, candidate expenses, and other reimbursable expenses. Evaluate whether the proposal clearly identifies what services are included in the base fee and what, if any, services would result in additional costs. Consider the firm’s replacement or guarantee provisions if the selected candidate leaves within a specified period. The Committee should evaluate overall value, rather than simply selecting the lowest-cost proposal, considering the relationship between cost, experience, methodology, level of service, and likelihood of achieving a successful City Manager placement.	

Notes/Comments:

Recommended 0–3 Scoring Scale

Score	Rating	Guidance
3	Excellent	Proposal substantially exceeds expectations. Demonstrates extensive and highly relevant experience, a strong understanding of the City’s needs, and a comprehensive approach with a high likelihood of successful placement.
2	Good / Meets Expectations	Proposal meets expectations and demonstrates sufficient relevant experience, understanding, and methodology to successfully perform the work. Minor gaps or limitations may exist.
1	Below Expectations	Proposal partially meets expectations but has notable weaknesses, limited relevant experience, or gaps in the proposed approach that may affect the likelihood of a successful search.
0	Does Not Meet Expectations	Proposal does not adequately address the criterion, provides insufficient information for evaluation, or demonstrates significant concerns regarding the firm's ability to successfully perform the work.

Weighted Score Calculation

With the 0–3 scale, I would recommend calculating the weighted score as:

$$\text{Score} \div 3 \times \text{Weight} = \text{Weighted Score}$$

City of Dubuque City Manager

Presented by Dave Niemeyer



Firm Experience

- Self Sustaining California Joint Powers Authority
- 40 years of Service; 25 years of Nationwide Executive Search
- Long-term public agency executive recruiters and human resources professionals
- More than 100 City Manager, CEO, Executive Director, General Manager recruitments past five years – 27 City Managers



Team Qualifications

- David Niemeyer with CPS HR since 2021
 - City manager for 35 years serving 7 communities and conducting more than 50 executive recruitments
- Teddi Anderson with CPS HR since 2024
 - Over 30 years in local government, 20 of which have been in Public Safety, HR and Finance. 20 City Manager, County Administrator and General Manager searches
- Agency sizes: from 10k to 1.3M

Process and Timeline

Phases 1-3

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	

Phase 1: Ideal Candidate & Engagement Process

- Kick-off/engagement meetings
- Ideal candidate established through:
 - Meetings with Mayor, Council, stakeholders, internal staff, community groups
- Typical profile includes: leadership style, communication with council, community involvement, operational and fiscal management
 - Agency challenges and opportunities
- Draft the ideal candidate profile and advertising materials

Phase 2: Aggressive Recruiting

- Launch multi-strategy outreach efforts-professional groups, social media, large firm network
- Database of over 200,000 candidates that have submitted materials, those who follow us, apply, share, provide leads or referrals.
- Advertising sources, membership agencies
- Consistent outreach throughout the project

Phase 3: Selection Process

- Revisit and confirm selection process (typically discussed in phase 1)
 - Coordinate logistics, & facilitate interview process (both virtual/in person)
- Presentation of Candidates
 - Client report-candidates are organized by tier, materials (hard copy and electronic)
 - Includes recruitment summary, candidate profiles, resumes, pre-screening materials, preliminary media searches, list of all candidates
- Interviews-Evaluation Manual (hard copy and electronic)
 - Those selected during presentation
 - Materials, questions, forced ranking template, rules of engagement

Candidate Screening & Background Check

- Conduct thorough verbal verification of education, credentials and employment history during pre-screening process
- Validated through Smart Hire (ensure adhering to employment laws of the state)
- References and background checks
 - 6 references-2 supervisors, 2 colleagues, 2 direct reports
 - Extensive research: News articles, council agenda minutes
 - Civil, criminal, employment history, credit check (if needed)
 - Focused relevant questions for references (summary report)
- Any concerns or red flags that may arise during vetting are communicated to the client. If helpful, have asked candidates to provide written explanations.
- Assist with employment negotiations as desired

Client Satisfaction

- Ensuring satisfaction is an on-going process from contract to start date.
- Consistent and timely communication
- Survey post recruitment
- Check in with clients at 6 months

Fee Structure & Guarantee

- \$30,000 fixed fee
 - All 3 phases, including salary review, ad placement, materials, consultant travel up to 3 times.
- Option to add-up to 5k to manage any candidate travel –coordinate reimbursement process
- Full search: 1 year guarantee
 - IF turnover occurs: only costs are direct costs like advertising, consultant travel, background check fees

Communication & Project Management

- Primary point of contact
 - Dave Niemeyer
- Updates occur as requested, typically weekly meetings and via email
- Communication with elected officials and alignment:
 - Ensure everyone is copied and has responded to any questions/concerns, share our cell numbers, respond timely
 - Thoughtful efficient communication and adhering to open meetings act

Thank you

Questions &
Comments



**City of Dubuque
City Council**

SPECIAL SESSION # 3.

ITEM TITLE:	Consultant Selection for City Manager Executive Recruitment Services
SUMMARY:	The City Council will select the consultant for City Manager executive recruitment services.
SUGGESTED DISPOSITION:	Receive and File; Council
ATTACHMENTS:	None