

Seeking  
Professional  
Executive Search  
Services Firm  
FRESNO COUNCIL OF  
GOVERNMENTS,  
CALIFORNIA

Proposal

FEBRUARY 1, 2024



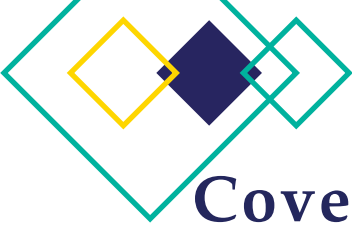
Submitted by:

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# Cover Letter



February 1, 2024

Toni Graham, Accounting Manager  
Fresno Council of Governments  
2035 Tulare Street  
Suite 201,  
Fresno, CA 93721

## RE: PROPOSAL FOR SEEKING PROFESSIONAL EXECUTIVE SEARCH SERVICES FIRM

Dear Toni Graham:

Thank you for the opportunity to provide you with a proposal for the Fresno Council of Governments Executive Director recruitment and selection process for the Fresno Council of Governments (“Fresno COG”). Our proposal provides Fresno COG with firm qualifications, key experience, a detailed work plan and timeline, and associated fees to provide services that exceed expectations. We provide a tailored, personal approach to executive recruitment and selection and can adapt to your specific requirements for the position.

We have some very exciting news to share. GovHR USA (GovHR) has recently been acquired by MGT of America Consulting, LLC (MGT). MGT is a nationally respected leader in public sector management consulting and technology services with a long track record supporting state, local, and education clients. GovHR and MGT are joining forces to take the next step in offering integrated solutions that can accelerate our most important shared goal: dramatically improving lives by *advancing and lifting up the communities we serve*.

Our consultants have worked in all areas of local government leadership, including city/county management, human resources, public safety, finance, public works, parks and recreation, and utilities. This combined hands-on knowledge and experience has made MGT and GovHR proven leaders in public sector consulting.

### MGT CONTACT INFORMATION

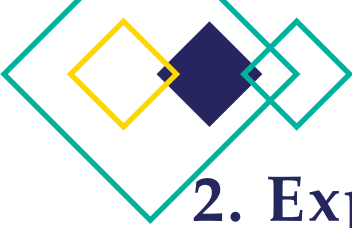
<b>MGT HEADQUARTERS</b>	<b>MGT of America Consulting, LLC</b> 4320 West Kennedy Boulevard   Tampa, Florida 33609 P: 813.327.4717   <a href="http://www.mgtconsulting.com">www.mgtconsulting.com</a> FEIN: 81-0890071
<b>PROPOSAL CONTACT</b>	<b>Laurie Pederson, Senior Vice President</b> 630 Dundee Road, Suite 225   Northbrook, Illinois 60062 847.380.3198   <a href="mailto:lpederson@govhrusa.com">lpederson@govhrusa.com</a>

Thank you for the opportunity to submit a proposal to the Fresno Council of Governments. Should you have questions on any aspect of this proposal, please contact **Laurie Pederson** at **847.380.3198** or **[lpederson@govhrusa.com](mailto:lpederson@govhrusa.com)**.

Regards,

Patrick J. Dyer, Vice President  
*Authorized to bind the firm*





# 2. Experience & Qualifications

## Firm Profile

*We impact the communities we serve – for good.*

MGT began operations in 1974 as a public-sector research firm. Since then, we have significantly expanded our consulting capabilities and client offerings. Today, we are a national consulting firm specializing in **assisting clients to operate more efficiently and effectively.**

MGT has acquired a keen understanding of the structures, operations, and issues facing public entities. This understanding comes from **nearly 50 years** of experience providing innovative yet practical solutions to public sector clients. We provide objective, creative, expert services in the areas of human capital, finance, technology, programming, and planning. We draw on the expertise of our highly qualified staff, most of whom have prior careers at city-, county-, and state-level government offices. This insider's knowledge of government operations and structure gives MGT a competitive advantage and an ability to hit the ground running from the very start of a project.

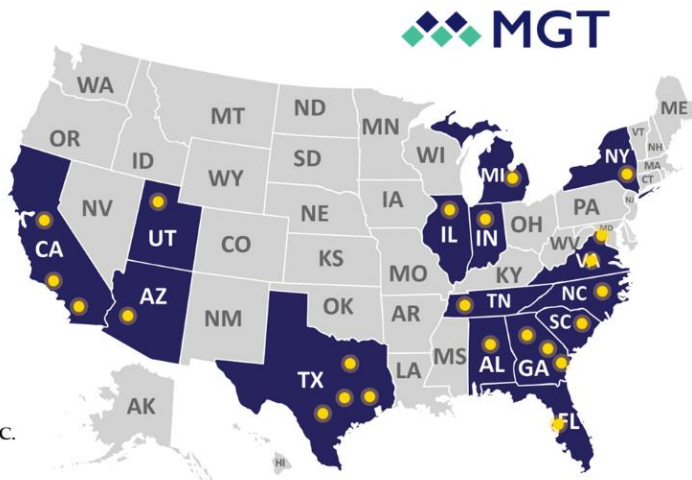
MGT has successfully worked with clients on **more than 30,000 projects** to help them adapt to change while maintaining the vision and direction toward their short- and long-term goals. With the recent combination of GovHR, our firm includes **more than 500 professionals and administrative staff** to support our clients' success. MGT's corporate office is in Tampa, Florida, with additional offices around the country, as shown below.



**Name:** MGT of America Consulting, LLC (MGT)  
**Founded:** 1974  
**Locations:** Headquarters in Tampa, Florida; branch offices nationwide  
**Staff:** 500+ consultants across the country  
**Structure:** Privately held and client-driven  
**Lines of Business:** Government Consulting; Education and Financial Solutions; Diversity and Inclusion; Human Capital; Cybersecurity and Technology  
 Find out more at [www.mgtconsulting.com](http://www.mgtconsulting.com).

## NATIONAL FIRM LOCAL FOCUS

- Alabama**  
Birmingham
- Arizona**  
Phoenix
- California**  
Sacramento  
Riverside  
Carlsbad
- Florida**  
Tampa HQ
- Georgia**  
Savannah  
Atlanta  
Alpharetta
- Illinois**  
Chicago Metro
- Indiana**  
Gary
- Michigan**  
Bay City
- New York**  
NYC
- North Carolina**  
Raleigh
- South Carolina**  
Columbia
- Tennessee**  
Nashville
- Texas**  
Dallas  
Austin  
San Antonio  
Houston
- Utah**  
Salt Lake City
- Virginia**  
Richmond
- Washington, D.C.**



## Social Impact Solutions

The MGT Social Impact Solutions team has an impressive track record of providing **customized solutions, objective research, creative recommendations, and quality products** that respond to each client's unique needs and time requirements. GovHR is now a part of MGT's Social Impact Solutions Team.

### GovHR USA

GovHR was originally formed as Voorhees Associates in 2009, changed its name to GovHR USA in 2013, and joined MGT (**the nation's leading social impact firm**) in 2023. GovHR provides public management consulting services to local government clients and other public-sector entities across the country. GovHR offers customized executive recruitment services, management studies, and consulting projects for local government and organizations that work with local government. Additionally, GovHR's GovTempsUSA division provides interim staffing solutions to keep operations moving during recruitment.

GovHR's consultants are experienced executive recruiters who have conducted **over 1,250 recruitments**, working with cities, counties, special districts, and other governmental entities of all sizes throughout the country. They have held leadership positions within local government, giving them an understanding of the complexities and challenges facing today's public sector leaders.

#### GOVHR'S LEADERSHIP



**Heidi Voorhees**

(847) 380-3240

[HVoorhees@GovHRusa.com](mailto:HVoorhees@GovHRusa.com)

*Ms. Voorhees has conducted more than 400 recruitments in her management consulting career, with many of her clients being repeat clients, attesting to the high quality of work performed for them. In addition to her 22 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service, including ten years as Village Manager for the Village of Wilmette, Illinois.*



**Joellen Cademartori**

(847) 380-3238

[JCademartori@GovHRusa.com](mailto:JCademartori@GovHRusa.com)

*Ms. Cademartori is a seasoned manager with expertise in public-sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Cademartori has worked in forms of government ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services.*

## Our Commitment

MGT embraces the most complex challenges with deep commitment, agility, and local expertise to make a measurable and profound social impact. Simply stated, our promise is:

*We improve lives by advancing and lifting up your community.*

This purpose reflects the company’s strong social conscience and service ethic that forms the core of the MGT “Why.” MGT models this philosophy by systematically seeking out the highest-impact projects and relationships, encouraging community involvement, and investing in a collaborative and rewarding world-class work environment for employees.

We are committed to discovering exceptional candidates for the position of Executive Director at the Fresno Council of Governments. We are aligning our approach with the strategic goals of Fresno COG to ensure a diverse pool of highly qualified candidates. Our recruitment process will emphasize innovative solutions in people, processes, and technology, aiming to enhance and reinforce Fresno COG's human resources solutions. This approach has enabled us to successfully navigate the ever-evolving landscape of social impact work and deliver tangible results for the communities we serve. We are excited to bring this same level of commitment, agility, and expertise to this recruitment process, and we are confident in our ability to identify a leader who will continue to drive positive change.

*Impacting  
Communities.  
For Good.*



### Defined by Our Impact



We understand the goals of the Fresno Council of Governments and how this search process will ensure a diverse pool of highly qualified candidates for Fresno COG.

The MGT team empowers organizations to enhance their teams through innovations in people, processes, and technology to **lift and strengthen their human resources solutions.**

Part of our success is based upon our **promise to be flexible and responsive.** We are acutely aware of the political, economic, social, and technological factors that impact today’s public sector clients. MGT is structured into several primary consulting divisions to support these needs. **We are pleased to have the Government Consulting Experts within the MGT Social Impact Solutions Group responsible for leading the completion of this project.**



#### Social Impact Solutions

Our Social Impact Solutions team combines Financial Solutions, Education Solutions, Human Capital, Government Consulting, and Diversity, Equity, and Inclusion (DEI) to provide an integrated team with subject matter expertise and the financial acumen to help municipalities, government agencies, schools, districts, state agencies, and colleges and universities perform at their best and thrive.



#### Technology Solutions

Our Technology Solutions business supports state, local, education, and private companies as they seek to improve and protect their network infrastructure and data for greater resiliency. We offer world-class IT infrastructure management, cyber security, and strategic IT professional staffing.

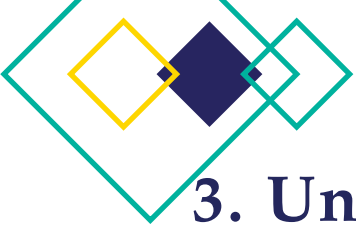
## Relevant Experience

Below are three (3) or more similar projects that we have successfully completed within the last 3 years. Please refer to **Appendix B** for a complete relevant client list.

GovHR has conducted more than 1,250 executive recruitments, including several for Council of Government and similar clients: the Executive Director (2020) and the Parks and Recreation Director (2023) for the Centre Region Council of Governments, Pennsylvania; the Executive Director (2021) for the Atlanta Regional Commission, Georgia; the Director of External Affairs (2022) for the Southeast Michigan Council of Governments; the Executive Director (2021) of the Ann Arbor Downtown Development Authority, MI; and the Executive Director (2021) of the Capitol Region Council of Governments, CT. Contact information for each of these clients is in **Section 4. References**. A list of top Manager recruitments (Executive Director, Chief Executive Officer, City Manager, etc.) for the past 3 years is included with this proposal, and a complete list of executive recruitment clients is available on GovHR's website at [www.govhrusa.com](http://www.govhrusa.com).

## Why Choose MGT/GovHR?

- ✓ **Unparalleled Expertise and Level of Service.** With executive recruitment experience in 44 states, in communities ranging in population from 1,000 to 3,000,000, we are a leader in the field of local government recruitment and selection. More than 40% of our clients are repeat clients, and 94% of surveys show our overall performance rating as **Outstanding** – indicating a plan to use our services and/or highly recommend us in the future.
- ✓ **Delivering the Best.** We conduct comprehensive **due diligence** on candidates. Our state-of-the-art process includes extensive use of social media for candidate outreach and video interviews with potential finalist candidates, ensuring successful recruitment for Fresno COG. We will provide important information to potential candidates by developing a high-quality, thorough Recruitment Brochure reflecting the knowledge we will have about your community and your organization. Before we recommend a candidate to you, **we ask probing questions** that will verify their expertise during video interviews, reference calls, and news and social media searches.
- ✓ **A Partner from Start to Finish.** We are your partners in this important process. We welcome you to review all the resumes we receive, and we will share our honest assessment of the candidates. Our goal is your **complete satisfaction**. We can strategize with you on a variety of approaches for meeting your recruiting needs, including evaluation of internal candidates, identification of non-traditional candidates who meet your recruitment requirements, succession planning, and mentoring options. We are committed to working with you until you find the candidate that is the best fit for your position.
- ✓ **Services for Any Budget and Any Search.** We strive to meet the specific needs of our clients by offering several options for recruitment services to meet your budget. Our services range from Full Executive Recruitments to Virtual Recruitments and even simply Professional Outreach for those who want to reach a broader network. In the following proposal, we have provided the scope we believe **best fits your needs**.



# 3. Understanding the Project

*A detailed plan specifically designed for you.*

## Project Understanding

A typical recruitment and selection process takes approximately 175 hours to conduct. At least 50 hours of this time is administrative, including advertisement placement, reference interviews, and due diligence on candidates. We believe our experience and ability to professionally administer your recruitment will provide you with a diverse pool of highly qualified candidates for your position search.

Our clients are informed of the progress of their recruitment throughout the entire process. We are always available by mobile phone or email should you have a question or need information about recruitment.

With a rich history dating back to 1968, Fresno COG plays an essential role as an association of local governments dealing with issues beyond jurisdictional boundaries. The Executive Director is responsible for orchestrating Fresno COG's Overall Work Program (OWP), which involves shaping public policy recommendations in several crucial areas such as transportation, air quality, housing, and land use. Additionally, the role extends to fulfilling federal and state designations as the Metropolitan Planning Organization (MPO) and Regional Transportation Planning Agency (RTPA), respectively. The intricate involvement in Measure C - Fresno County's 1/2 Cent Sales Tax for Transportation highlights the need for an Executive Director with qualified regional leadership skills to guide the development of a renewed Expenditure Plan. Notably, they will serve as the public administrator for the Fresno County Regional Transportation Mitigation Fee (RTMF) Agency, emphasizing the comprehensive nature of this role. Our proposed recruitment process aligns with the local conditions and potential challenges, ensuring a tailored approach to source candidates capable of navigating the intricate web of responsibilities tied to this position.

To ensure that we select the most qualified candidate, we develop a comprehensive approach, which includes developing a recruitment schedule, conducting interviews with Policy Board members to understand the necessary qualifications, and creating a detailed job description, salary range, and job announcement. We will create a Recruitment Plan that will enable us to identify potential candidates through various channels and assess them using a rigorous selection process that involves conducting background checks and providing debriefings. It is important to note that Fresno COG will have the flexibility to guide specific aspects of the search/selection process based on their preferences.



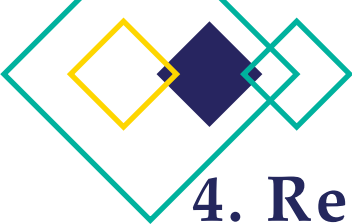
### MGT: EXPERTS IN RECRUITING

*"The coordination by the consultant helped to alleviate the workload of internal staff. Consultant was willing to customize the process based on the City's needs."*

## MGT Client Satisfaction Components







# 4. References

## *A leader in local government recruitment and selection.*

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

### **ATLANTA REGIONAL COMMISSION, GA**

SHEILA BENEFIELD, CHIEF HUMAN RESOURCES OFFICER  
229 PEACHTREE STREET NE, INTERNATIONAL TOWER, SUITE 100, ATLANTA, GA 30303  
470-378-1461 | [SBENEFIELD@ATLANTAREGIONAL.ORG](mailto:SBENEFIELD@ATLANTAREGIONAL.ORG)

MGT’s GovHR provided recruitment and selection services for the position of Executive Director in 2021.



### **ANN ARBOR DOWNTOWN DEVELOPMENT AUTHORITY**

TYLER KINLEY, CHAIRPERSON, BOARD OF DIRECTORS  
150 SOUTH FIFTH AVENUE, SUITE 301, ANN ARBOR, MI 48104  
734-747-3072 | [TYLER@PRAZISPROPERTIES.COM](mailto:TYLER@PRAZISPROPERTIES.COM)

MGT’s GovHR provided recruitment and selection services for the position of Executive Director in 2021.



### **SOUTHEAST MICHIGAN COUNCIL OF GOVERNMENTS, MI**

AMY O’LEARY, EXECUTIVE DIRECTOR  
1001 WOODWARD AVENUE, STE 1400, DETROIT, MI 48226  
313-961-4266 | [OLEARY@SEMCOG.ORG](mailto:OLEARY@SEMCOG.ORG)

MGT’s GovHR provided recruitment and selection services for the position of Director of External Affairs in 2022.



### **CENTRE REGION COUNCIL OF GOVERNMENTS, PA**

ERIC NORENBURG, EXECUTIVE DIRECTOR  
2643 GATEWAY DRIVE, STATE COLLEGE, PA 16801  
814-231-3077 | [ENORENBURG.@CRCOG.NET](mailto:ENORENBURG.@CRCOG.NET)

MGT’s GovHR provided recruitment and selection services for the position of Executive Director in 2020.



### **CAPITOL REGION COUNCIL OF GOVERNMENTS, CT**

PAULINE YODER, CHIEF OPERATING OFFICER  
241 MAIN STREET, HARTFORD, CT 06106  
860-522-2217 | [PYODER@CRCOG.ORG](mailto:PYODER@CRCOG.ORG)

MGT’s GovHR provided recruitment and selection services for the position of Executive Director in 2021.



## 5. Project Management

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

MGT employs a team of professionals with backgrounds in local government and the not-for-profit sector. With Fresno COG’s staffing needs in mind and due to the significance of this recruitment, we have assigned our highly knowledgeable and experienced consultants, Rodney Crain and Charlene Stevens. They will act as your project manager and primary point of contact for this project. Their resumes are attached in **Appendix A**.

### Consultant



**RODNEY CRAIN**

Senior Vice President  
224-326-1340  
[rcrain@govhrusa.com](mailto:rcrain@govhrusa.com)

As a Senior Vice President with GovHR USA, Rodney provides clients with executive search and general management consulting. Beginning in early 2022, he has led or assisted in the search for executive positions in Building Services, Utilities, Public Safety, Performance Auditing, and Treasury. In addition, he has participated in dozens of compensation and classification studies by establishing criteria for comparable communities, analyzing data, and interviewing municipal employees. He has also represented the company at conferences by leading presentations on current employment topics and sharing information on service offerings for prospective clients. A new area of focus is executive coaching, where he will be helping to build on the skill sets of newly selected executive hires.

### Consultant



**CHARLENE STEVENS**

Executive Vice President  
847-380-3240  
[CStevens@GovHRusa.com](mailto:CStevens@GovHRusa.com)

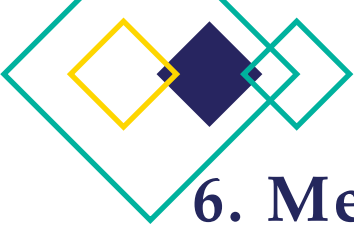
Charlene joined GovHR USA in 2019 and has conducted over seventy executive recruitments across the country with various jurisdictions. Charlene currently leads GovHR’s Recruitment Services and continues to directly conduct recruitments and offer general consulting services and strategic planning facilitation.

### Proposal Inquiries



**LAURIE PEDERSON**

Senior Vice President  
Operations & Client Services  
847.380.3198  
[LPederson@GovHRusa.com](mailto:LPederson@GovHRusa.com)



# 6. Methodology

## Proposed Work Plan

### PHASE 1 POSITION ASSESSMENT, POSITION ANNOUNCEMENT, & BROCHURE

#### Activities

MGT treats each executive recruitment as a transparent partnership with our client. We believe in engaging with stakeholders early in each recruitment process to fully understand the challenges and opportunities inherent in the position. Understanding the organizational culture is critical to successful recruitment. We gain this insight and information through meetings (one on one and in small groups), surveys, and a review of relevant information. This information is reflected in a polished marketing piece that showcases the organization and the area it serves.

#### INFORMATION GATHERING

- ◆ One-on-one or group interviews with stakeholders identified by Fresno COG.
- ◆ MGT can establish a dedicated email address for feedback from stakeholders or the community.
- ◆ Community forums (in-person or via video) can be used to gather input and feedback.
- ◆ Surveys can be used for department personnel and/or the community to gather feedback.
- ◆ Conversations/interviews with department heads.

A combination of the items listed above can be used to fully understand community and organizational needs and expectations for the position (this proposal includes 12 hours of meetings – additional meetings can be added for a fee of \$150/hour plus actual expenses if incurred). Dedicated email address and one organizational survey are included. A Community Survey can be conducted for \$2,500. Community Forums are conducted as an optional service.

Development of a **POSITION ANNOUNCEMENT** to be placed on websites and social media.

Development of a thorough **RECRUITMENT BROCHURE** for Fresno COG’s review and approval.

Agreement on a detailed **RECRUITMENT TIMETABLE** – a typical recruitment takes between 90 to 120 days from the time you sign the contract to the appointment of the finalist candidate.

### PHASE 2 ADVERTISING, CANDIDATE RECRUITMENT, & OUTREACH

#### Activities

We make extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. Our website is well known in the local government industry – we typically have 17,000+ visits monthly to our website and career center. Additionally, our weekly jobs listings are sent to over 8,000 subscribers.

Phase 2 will include the following:

- ◆ MGT consultants will personally identify and contact potential candidates.

## 6. METHODOLOGY

- ◆ Develop a database of potential candidates from across the country unique to the position and to Fresno COG, focusing on:
  - Leadership and management skills.
  - Size of organization.
  - Experience in addressing challenges and opportunities is also outlined in Phase 1.
  - The database will range from several hundred to thousands of names. An email campaign will be sent to each potential candidate.
- ◆ Placement of the Position Announcement:
  - Public sector online Career Centers.
  - **Social media:** LinkedIn (posted on MGT Executives LinkedIn news feeds to reach over 50,000 connections), Facebook, and Instagram.
  - MGT will provide Fresno COG with a list of advertising options for approval.

### PHASE 3 CANDIDATE EVALUATION & SCREENING

#### Activities

Phase 3 will include the following steps:

- ◆ Review and evaluation of candidates' credentials with consideration to the criteria outlined in the Recruitment Brochure.
- ◆ Candidates will be narrowed down to those that meet the qualification criteria.
- ◆ Candidate evaluation process:
  - Completion of a questionnaire explaining prior work experience.
  - Live Video Interview (45 minutes to 1 hour) conducted by consultant with each finalist candidate.
  - References provided by the candidate are contacted.
  - Internet/Social Media search conducted on each finalist candidate.

All résumés will be acknowledged and inquiries from candidates will be personally handled by MGT, ensuring Fresno COG's process is professional and well regarded by all who participate.

### PHASE 4 PRESENTATION OF RECOMMENDED CANDIDATES

#### Activities

Phase 4 will include the following steps:

- ◆ MGT will prepare a Recruitment Report presenting the credentials of those candidates most qualified for the position.
- ◆ MGT will provide an electronic recruitment portfolio which contains the candidates' materials along with a "mini" résumé for each candidate so that credentials are presented in a uniform way.
- ◆ Fresno COG will receive a log of all applicants and may review résumés if requested.
- ◆ Report will arrive in advance of the Recruitment Report Presentation.

## 6. METHODOLOGY

MGT will meet with Fresno COG to review the recruitment report and provide additional information on the candidates.

### PHASE 5 INTERVIEWING PROCESS & BACKGROUND SCREENING

#### Activities

Phase 5 will include MGT completing the following steps:

- ◆ Develop the first and second round interview questions for Fresno COG’s review and comment.
- ◆ Coordinate candidate travel and accommodations.
- ◆ Provide Fresno COG with an electronic file that includes:
  - Candidates’ credentials.
  - Set of questions with room for interviewers to make notes.
  - Evaluation sheets to assist interviewers in assessing the candidate’s skills and abilities.

Background screening will be conducted along with additional references contacted:

#### MGT BACKGROUND SCREENING

- |  |   |
|--|---|
| ✓ Social Security Trace & Verification   | ✓ County/Statewide Criminal   |
| ✓ US Federal Criminal Search   | ✓ Civil Search  |
| ✓ Enhanced Verified National Criminal  | ✓ Bankruptcy, Leans, and Judgements   |
| – National Sex Offender Registry   | ✓ Motor Vehicle Record  |
| – Most Wanted Lists: Federal Bureau of Investigation (FBI), Drug Enforcement Agency (DEA), Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), Interpol | ✓ Education Verification – All Degrees Earned   |
| – Office of Foreign Assets Control (OFAC) Terrorist Database Search  | <b>Optional:</b> Credit Report – Transunion with score (based on position and state laws) |
| – Office of the Inspector General (OIG), General Services Administration (GSA), System for Award Management (SAM), Food and Drug Administration (FDA)          | <b>Optional:</b>  |
| – All felonies and misdemeanors reported to the National Database  | – Professional License Verification   |
|  | – Drug Screen   |
|  | – Employment Verification   |

MGT will work with you to develop an interview schedule for the candidates and coordinate travel and accommodations. MGT consultants will be present for all the interviews, serving as a resource and facilitator.

MGT will coordinate a 2-Step Interview process. The first-round interviews will include four to five candidates. The second-round interviews will include two or three candidates. MGT will supply interview questions and an evaluation form.

In addition to a structured interview, the schedule can incorporate:

- ◆ Tour of Fresno COG’s facilities.
- ◆ Interviews with senior staff.

## PHASE 6 APPOINTMENT OF CANDIDATE

### Activities

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

### Project Timeline

Based on our experience in conducting similar projects, we anticipate the proposed project can be completed within 14 weeks of project initiation as illustrated in **Exhibit 11**. All the tasks identified below with a final completion date of candidate selection no later than July 1, 2024.

*Exhibit 1. Proposed Schedule*

WORK PLAN TASKS	WEEK													
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Phase 1: Interviews & Brochure Development														
Phase 2: Advertising, Candidate Recruitment, & Outreach														
Phase 3: Candidate Evaluation & Background Screening														
Phase 4: Presentation of Recommended Candidates														
Phase 5: Interview Process & Additional Background Screening														
Phase 6: Appointment of Candidate														

### Commitment to Diversity, Equity, & Inclusion in Recruitments

MGT is a leader in diversity, equity, and inclusion (DEI) consulting services, strategic planning, and organization transformation. MGT’s experience working in diverse communities across the United States and working with organizations seeking to change organization culture is critical to the success of all our projects. We have a track record of building awareness, solutions, and direction for systemic change by generating transformative ideas and solutions, information, and practices into operational strategies, which help us stand out in all our projects.

MGT is also one of the original and premier disparity research firms in the country. Disparity studies were the first instance of bringing principles of diversity, equity, and inclusion into the public sector, through the procurement process, and since 1990, **MGT has conducted more than 230 public sector disparity studies**. These studies are designed to improve procurement departments, promote, and advance equity, and improve economic outcomes for diverse communities that have been historically marginalized by analyzing policies, practices, and programs to increase the utilization of minority- and women-owned businesses. Clients that have conducted a disparity study are in the unique position to increase and improve systematic equity through procurement and contracting, which can ultimately

## 6. METHODOLOGY

promote economic empowerment by creating strong business and employment pipelines in communities of color.

MGT's GovHR also has a long-standing commitment to DEI. Since the firm's inception they have supported, with their time and financial resources, organizations that advance underrepresented populations in local government. These include the National Forum for Black Public Administrators, the Local Government Hispanic Network, The League of Women in Government and CivicPride. Our Team Members have moderated and spoken on DEI topics at the International City and County Management Association conference and state conferences. Our employees and consultants have undergone Implicit Bias Training, and we are frequent speakers on incorporating equity and inclusion into all levels of local government. Additionally, we provide a list of DEI resources on the homepage of the website at GovHRusa.com.

MGT's GovHR has formally partnered with the National Forum for Black Public Administrators' consulting arm, i4x, in several recruitment and selection processes throughout the country including Toledo, OH; Fort Collins, CO; Ann Arbor, MI; Oakland, MI; and Arlington, TX. Our partnership reflects our mutual commitment to advancing DEI values and increasing the diversity of local government leaders at the highest levels of local government organizations.

### MGT/GovHR's Recommendations to **RECRUIT** and Retain Top Talent

**RESPONSIVE: ROLL OUT THE WELCOME MAT!** Candidates may struggle with relocating for a new position as well as being concerned about the "fit" with a new team. It is important to include costs for your top candidate(s) to travel to your location for the final interview process. Our team will work with you to create a welcoming, informative experience for both you and the candidate(s).

**ENCOURAGING:** Employee development is a must-have in today's market. Candidates appreciate their employer investing in them as much as they are investing themselves in the job. Consider "up and coming" candidates who may lack one or two preferred skills and assign a mentor or invest in a course to encourage their professional development. A mentor/training program will also help establish a peer-to-peer connection and make them feel more comfortable about the transition to a new job.

**COMPETITIVE:** Our team will guide you in offering a competitive market rate compensation and competitive benefits package attractive to today's candidates. Competitive employers must include relocation expenses and should consider signing bonuses and temporary housing.

**RESOURCEFUL:** Review your job description – do you need public sector experience? Are the years' experience you list essential, or can that be preferred? Consider a more resourceful approach when reviewing candidates' experience. Carefully assess requirements such as CPA, Professional Engineer, and others that will limit your talent pool – consider using the word "ideally" or "preferably."

**UNDERSTANDING:** These past few years have, without a doubt, changed the work environment. Competitive employers have recognized this and are offering flexible/hybrid/remote work options. Those positions that offer this type of flexibility consistently receive a better candidate response rate.

**INNOVATIVE:** Think about what is unique and attractive about your community and organization and highlight that in your recruitment efforts. Talk about organizational culture and what your values are with respect to your employees. MGT will assist you in being as innovative as possible in your outreach.

**TRANSPARENT:** Some states now mandate listing salary ranges in any job advertisements or postings. More and more companies are showing at least a salary range in their postings to promote pay transparency and equity. Post the salary range you will use for hiring – it is public information. If we make it too difficult for candidates to find out the salary, they will move on to the next opportunity.



# 7. Cost Proposal

*Defined by Impact. Driven by People.  
Dedicated to the Community.*

We take pride in customizing our client’s needs — and we will work with you to ensure our fees are aligned with your expectations and budget.

## Full Scope Recruitment

Recruitment Phase:		Consultant Hours	Consultant Cost	RC Hours	Recruitment Coordinator	RS Hours	Reference Specialist	Total Hours	Total Cost
<b>Hourly Rates:</b>			\$ 201.06		\$ 104.55		\$ 88.47		
Phase I	Assessment, Ad & Brochure Developed	25	\$ 5,026.56	0	\$ -	0	\$ -	25	\$ 5,026.56
Phase II	Advertising, Candidate Rec. & Outreach	15	\$ 3,015.93	5	\$ 522.76	0	\$ -	20	\$ 3,538.69
Phase III	Candidate Evaluation and Screening	35	\$ 7,037.18	15	\$ 1,568.29	20	\$ 1,769.35	70	\$ 10,374.81
Phase IV	Presentation of Candidates	8	\$ 1,608.50	15	\$ 1,568.29	0	\$ -	23	\$ 3,176.78
Phase V	Interviewing Process	15	\$ 3,015.93	5	\$ 522.76	5	\$ 442.34	25	\$ 3,981.03
Phase VI	Appointment of Candidate	2	\$ 402.12	0	\$ -	0	\$ 0	2	\$ 402.12
<b>Total of above items</b>		<b>100</b>	<b>\$ 20,106.22</b>	<b>40</b>	<b>\$ 4,182.09</b>	<b>25</b>	<b>\$ 2,211.68</b>	<b>165</b>	<b>\$ 26,500.00</b>
<b>Additional charges per recruitment (Client will be charged for actual costs for the following 2 items):</b>									
	Advertising Charges for ad placements							approx.	\$ 2,500.00
	Background Screenings (5 candidates)							approx.	\$ 1,500.00
<b>Total of all of the above items:</b>									<b>\$ 30,500.00</b>
<b>**Consultant and Candidate travel is not included or estimated in the above Recruitment Process or optional Assessment Center</b>									

*\*\*Consultant travel expenses are not included in the price proposal. If the consultant is requested to travel to the client, travel costs will be estimated at time of request. Only actual expenses will be billed to Fresno COG for reimbursement.*

Possible in-person meetings could include:

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

Any additional consultant visits requested by Fresno COG (beyond the three visits listed above) will be billed at \$150/hour. The additional visits may also result in an increase in the travel expenses billed.

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

## Payment for Fees & Services

- ◆ **1<sup>st</sup> Invoice:** Contract Award (40% of the Recruitment Fee).
- ◆ **2<sup>nd</sup> Invoice:** Presentation of Candidates (40% of the Recruitment Fee & expenses incurred to date).



## 7. COST PROPOSAL

- ◆ **Final Invoice:** Completion of Recruitment (20% of the Recruitment Fee plus all remaining expenses).

Payment of invoices is due within thirty (30) days of receipt.

### Our Guarantee – Full Scope Recruitment

MGT is committed to assisting our clients until a candidate is appointed to the position. Therefore, no additional professional fee will be incurred if the client does not select from the initial group of recommended candidates and requests additional candidates be developed for interview consideration. If additional advertising beyond Phase I advertising is requested, Fresno COG will be billed for actual advertising charges. Reimbursable expenses may be incurred should the recruitment process require consultant travel to Fresno COG.

Upon appointment of a candidate, MGT provides the following guarantee: should the selected and appointed candidate, at the request of Fresno COG or the employee's own determination, leave the employ of Fresno COG within the first 12 months of appointment, we will, if desired, conduct one additional recruitment for the cost of expenses and announcements only. This request must be made within 6 months of the employee's departure.



# Optional Assessment Center

## *Qualified Assessors to Identify Your Needs.*

If requested, as part of the selection process MGT will perform an Assessment Center for candidates selected for interview. An Assessment Center is a useful tool for identifying and evaluating the strengths, areas for improvement, skills, and abilities of the candidates. MGT consultants will prepare all the related documents and scoring sheets for any three of the following exercises to be completed on the day of the Assessment Center:

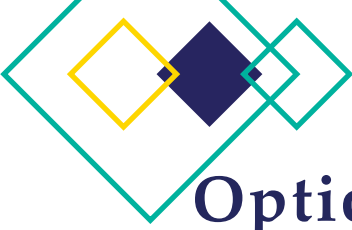
- ◆ In-Basket Exercise
- ◆ Written/Oral Presentation Exercise
- ◆ Leaderless Group Exercise
- ◆ Structured Interview
- ◆ Budget Analysis Exercise
- ◆ Personnel Issues Exercise
- ◆ Other exercise of Fresno COG's choosing

Optional Assessment Center Fee: **\$8,500\***

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

The fee includes the preparation of the Assessment Center material and a written report outlining the findings of the Assessment Center as reported by the Assessors. We will assist Fresno COG in selecting three professionals from outside the organization to serve as Assessors in evaluating each candidate's strengths and weaknesses. Fresno COG will be responsible for paying a \$750 stipend to each Assessor (and possible mileage or other transportation costs for the assessors).

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



# Optional Services

## *The Nation's Recruitment Leader.*

Having a solid plan in place is the only way to reach your long-term vision and goals, and we want to see you thrive. Our variety of services can be personalized to make the most of your strengths and give you an extra layer of support where you need it. We offer the following additional service offerings:

### **GOVTEMPSUSA**

Need an Interim? GovTempsUSA, a division of MGT, specializes in the temporary placement of positions in local government. The firm offers short-term assignments, in addition to long-term and outsourced arrangements. Our placement professionals at GovTempsUSA have typically enjoyed distinguished careers in local government and displayed a commitment to public service throughout their career.

### **RECORDED ONE-WAY VIDEO INTERVIEW OF CANDIDATES**

Candidates we recommend for your consideration can complete a one-way video interview with 3 to 5 questions that will be recorded and which you can review electronically at your convenience. This can occur prior to making your decision on which candidates to invite for an interview at a cost of \$100 per candidate.

### **LEADERSHIP/PERSONALITY TESTING**

MGT has experience working with a wide variety of leadership and personality assessment tools, depending on the qualities and experiences Fresno COG is seeking in their candidates. These include but are not limited to Luminaspark, Caliper, DISC, and others. Depending on the evaluation type, selected fees can range between \$100 to \$500 per candidate.

### **360° EVALUATION**

As a service to Fresno COG, we offer the option of providing you with a proposal for a 360° performance evaluation for the appointed position at six months into their employment. This evaluation will include seeking feedback from both elected officials and department directors, along with any other stakeholder Fresno COG feels would be relevant and beneficial. This input will be obtained on a confidential basis with comments known only to the consultant. If you are interested in this option, MGT will prepare a proposal for this service.



# Appendix A. Consultant Biographies

The biographies of our proposed consultants are provided on the following pages.

**Ms. Stevens has over twenty years of experience in municipal management. Ms. Stevens has worked in both county and city government and her career covers work in urban, suburban and rural communities. Her career has spanned three states: Minnesota, Kansas and Pennsylvania.**

Ms. Stevens has expertise in community and civic engagement, having started her career in neighborhood services and led community wide visioning and strategic planning efforts for two different communities. Ms. Stevens' strength is her ability to develop strong partnerships with multiple and diverse stakeholders. Through those partnerships, Ms. Stevens helps communities develop consensus and achievable plans.



Ms. Stevens' results-oriented management has included projects that have expanded parks and preserved greenspace in rapidly developing communities, developed a workforce training center for a large urban county, led downtown development plans for two communities and created mentoring and training programs for city staff. Ms. Stevens has appreciated the opportunity to mentor many young professionals, including helping to establish women's mentoring groups in three different communities.

### Professional Education

Master of Public Administration, University of Kansas, Lawrence, Kansas

Bachelor of Arts, International Relations, Pomona College, Claremont, California

Leadership Wichita Graduate

### Professional Development & Speaking Engagements

Instructor, International City and County Management Association (ICMA), Emerging Leaders Development Program

Instructor, ICMA Mid-Career Institute

### Memberships & Affiliations

International City and County Management Association (ICMA) – Current Member

ICMA Task Force on Welcoming New Members – Chair, 2009-2015

ICMA Task Force on Women in the Profession – Member 2012-2014

ICMA Regional Vice President – ICMA Executive Board Member, 2003-2006

ICMA Committee of Professional Conduct – Chair, 2006

ICMA Conference Host Committee – Co Chair, 2002

ICMA Conference Planning Committee – Member, 2001 & 2002

ICMA Task Force on Small Communities – Member, 1999-2001

League of Minnesota Cities (LMC) – Board Member, 2013-2015

Coalition of Greater Minnesota Cities (CGMC) – Board Member, 2011-2015

Minnesota City and County Management Association (MCMA) – Current Member

MCMA Task Force on Women in the Profession – Current Member

YMCA of Woodbury Community Board – Current Member and Board Vice Chair

KUCIMAT President - University of Kansas, 2013-2014

Willmar Area Rotary, 2011-2015

Kansas Association of City and County Managers (KACM) – Member, 2006-2011

Association of Pennsylvania Municipal Managers (APMM) – Member, 1997-2006

### Professional Background

#### Over 20 Years of Local Government Leadership and Management Experience.

City Administrator, Cottage Grove, MN, 2015-2018

City Administrator, Willmar, MN, 2011-2015

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

Assistant Township Manager, Lower Gwynedd, PA, 1999-2006

Assistant Township Manager, Buckingham, PA, 1997-1999

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



## Rodney L. Crain

*Vice President | GovHR, within MGT's Social Impact Solutions*

**Rodney Crain is an experienced human resources leader with a career that spans 40 years in both public and private sector organizations.**

Mr. Crain provides executive search and general management consulting for clients. He is a collaborative leader who is able to build and maintain high performance organizations and who has demonstrated skill in the areas of executive/ leadership coaching, talent acquisition, succession planning, and compensation. During his career, Mr. Crain has worked for Fortune 100 and 200 companies where he was able to learn and implement innovative strategies for increasing employee engagement and helping businesses achieve their mission and vision. Among his results were the development of staffing models that aligned with short and long-term goals, succession planning tools that assessed talent at all management levels, and the utilization of change management techniques to increase success of on-going organizational changes – especially as related to mergers, acquisitions, and jobs/job family designs.



Mr. Crain was able to transition to the public sector where he used those skills to re-brand the hiring process for the City of Austin into the Acquiring Talent Lifecycle. He and his team not only provided oversight and governance for the staffing and talent solutions for the City's 40 departments, but also managed over 30 executive recruitments annually. On several occasions, he represented the City on television broadcasts and radio spots to help promote the City's brand. Over the course of his tenure, he was also able to drive several strategic objectives, such as leading the effort to assist formerly incarcerated applicants in securing employment through delaying criminal background checks, hosting five job fairs annually at locations throughout the City to ensure access by all demographic groups, and using data analytics to target opportunities to increase the talent pool of women and minorities for City jobs.

His consulting philosophy can be summed up this way: His primary purpose is to assist in building organizational capability. This capability is necessary to sustain growth in any business, and effectively assessing talent is a key factor in that process. Therefore, he continually strives to earn the right to be a trusted advisor, so that he can be a partner in attracting and retaining the diverse talent best suited for long-term success in an organization's environment.

### Professional Education, Training, & Instruction

Master of Business Administration degree in Human Resources and Operations Management, Consortium for Graduate Study in Management Fellow, Washington University in St. Louis

Bachelor of Science degree in Secondary Education, magna cum laude, University of Central Missouri, Warrensburg

SHRM-Senior Certified Professional, Society of Human Resource Management

HRCI – Senior Professional in Human Resources, Human Resources Certification Institute

California Community College Instructor, Board of Governors of the CA Community Colleges

### Awards

Travis County Sheriff's Office Vision Award

TMHRA, Innovation in Municipal Human Resources Management

City of Austin Distinguished Service Award

### Memberships & Affiliations

Austin Human Resource Management Association

National Forum for Black Public Administrators

International City/County Management Association

Society of Human Resource Management

Texas Municipal Human Resources Association

### Professional Background

#### Over 35 Years of Human Resource Experience

- Talent Acquisition Manager, City of Austin (2014-2022)
- Talent Council Member, Greater Austin Chamber of Commerce (2016-2022)
- Citizen's Review Panel Member, Office of Police Oversight, City of Austin (2009-2012)
- Human Resources Director, ManpowerGroup (2009-2013)
- Human Resources Manager, ManpowerGroup (2003-2008)
- Human Resources Functional Manager, Hewlett-Packard Company (1995-2002)
- Compensation Manager, Hewlett-Packard Company (1986-1995)



# Appendix B. Client List

A list of the clients we have had the pleasure of partnering with complements Fresno COG's recruitment request is provided on the following page.

## MGT/GovHR's Executive Level and City/County Management Client List 2020-Present

State	Client	Job Position	Year	Population
Alabama	Decatur	Director of Development	2020	54,844
Alaska	Bethel	City Manager	2023	6,500
Arizona	Buckeye	City Manager	2021	69,744
	Downtown Chandler Community Partnership	Executive Director/President (Professional Outreach)	2022	Multi
	Kingman	City Manager	2023	34,669
California	Antioch	City Manager	2024	115,264
Colorado	Adams County	County Manager	2022	519,572
	Dacono	City Manager	2024	6,494
	Eagle County	Community Development Director	2021	53,000
	Greeley	Deputy Director of Economic Development and Urban Revitalization and Economic Development Manager	2024	110,997
	Larimer County	County Manager	2022	359,066
Connecticut	Bloomfield	Town Manager	2023	21,301
	Capitol Region Council of Governments	Executive Director	2021	Multi
	Enfield	Town Manager	2022	45,246
	Granby	Town Manager	2023	11,375
	Manchester	General Manager	2021	59,710
	Simsbury	Town Manager	2023	25,517
District of Columbia	International City/County Management Association	Director of Global Engagement	2020	Multi
		Senior Advisor Program Coordinator	2022	
Florida	Boca Raton	Deputy Director, Development Services (Virtual)	2023	95,787
	Gainesville	Director, Department of Sustainable Development	2021	133,997
	Lakeland	City Manager	2020	110,000
	Pinellas County	Assistant County Administrator	2020	970,600
	Ponce Inlet	Town Manager	2022	3,411
	Riviera Beach Community Redevelopment Agency	Executive Director	2020	35,000
	St. Johns County	County Administrator	2023	292,466
	Walton County	County Administrator	2023	75,305
Georgia	Albany	City Manager	2021	77,434
	Atlanta Regional Commission	Executive Director	2021	Multi
Illinois	Aurora	President/CEO	2023	210,110
	Centralia	City Manager	2020	13,000
	Chicago Metropolitan Agency for Planning	Deputy of Administration and Finance Services (Professional Outreach)	2023	Multi
	Coles Together	President & Chief Executive Officer	2023	Multi
		City Administrator	2021	
	Crest Hill	Community & Economic Development Director (Professional Outreach)	2022	21,169
	Decatur	Community Development Director	2020	76,178
	Des Plaines	Director of Community & Economic Development	2021	58,364
2023				



APPENDIX B. CLIENT LIST

State	Client	Job Position	Year	Population
	Effingham Regional Growth Alliance	Executive Director/CEO	2020	Multi
	Forsyth	Village Administrator	2021	3,490
	Fox Lake	Village Administrator	2021	10,550
	Frankfort	Community & Economic Development Director	2020	20,077
		Planner (Virtual)	2020	
	Freeport	Community & Economic Development Director (Limited)	2021	25,000
	Galesburg	City Manager	2022	33,706
			2023	
	Glen Ellyn	Community Development Director	2022	27,000
	Greenville	City Manager	2021	7,000
	Illinois Municipal League	Chief Operating Officer	2023	Multi
	Invest Aurora	President/CEO	2023	Multi
	La Grange	Village Manager	2022	15,610
	Lake Barrington	Village Administrator	2022	4,879
	Lisle Economic Development Partnership	Executive Director	2021	Multi
	Long Grove	Village Manager	2023	8,153
	McHenry	City Administrator	2023	27,135
	Metropolitan Mayors Caucus	Executive Director	2022	Multi
	Mundelein	Village Administrator	2020	31,385
	Naperville Development Partnership	President	2023	149,540
	Niles	Village Manager	2021	30,001
	North Chicago	Chief of Staff	2021	30,020
	Northbrook	Village Manager	2021	35,000
	Northfield	Village Manager	2023	5,400
	Oak Brook	Village Manager	2021	8,058
	Oak Park	Village Manager	2021	52,000
	Oak Park Township	Township Manager	2023	51,774
	Palos Heights	City Administrator (Virtual)	2021	12,480
	Park Ridge	Community Preservation and Development Director	2021	37,496
	Pingree Grove	Village Manager	2020	10,000
			2023	
	Plainfield	Village Administrator	2021	41,734
	River Forest	Village Administrator	2021	11,635
	Rock Island	City Manager	2021	39,684
	Rolling Meadows	Superintendent of Community Development Operations (Professional Outreach)	2021	24,099
	Savoy	Village Administrator (Virtual)	2020	8,607
	Schaumburg Township	Township Administrator (Virtual)	2021	140,000
	Skokie	Economic Vitality Manager (Professional Outreach)	2023	67,824
	South Holland	Director of Planning, Development and Code Enforcement	2020	22,030
	Sycamore	City Manager (Professional Outreach)	2021	18,557
	Tazewell County	County Administrator	2022	135,394

APPENDIX B. CLIENT LIST

State	Client	Job Position	Year	Population
	Vernon Hills	Director of Community and Development	2022	25,911
		Village Manager	2021	
	Villa Park	Community Development Director (Virtual)	2020	22,038
		Village Manager	2022	
	Washington	City Administrator	2021	15,700
	Wauconda	Village Administrator	2021	14,125
	West Dundee	Director of Community Development/Building Official	2021	8,000
	Westmont	Community Development Director	2023	24,767
Wheeling	Director of Community Development	2020	38,878	
	Director of Economic Development	2020 2023		
<b>Indiana</b>	St. John	Town Manager (Professional Outreach)	2020	18,047
<b>Iowa</b>	Indianola	City Manager	2022	15,833
	Knoxville	City Manager	2021	7,300
	Muscatine	City Administrator	2020	23,819
	Windsor Heights	City Administrator	2023	4,860
<b>Kansas</b>	Wyandotte County	County Administrator	2022	169,245
<b>Kentucky</b>	Paducah	City Manager	2021	24,850
	Paris	City Manager	2021	9,846
<b>Maine</b>	Bangor	City Manager	2021	33,039
	Maine Municipal Association	Executive Director	2021	Multi
<b>Maryland</b>	Takoma Park	City Manager	2023	17,629
	Westminster	City Administrator	2021	18,522
<b>Massachusetts</b>	Wayland	Town Manager	2022	13,882
	Williamstown	Town Manager	2021	8,400
<b>Michigan</b>	Adrian	City Administrator	2020	20,676
	Ann Arbor Downtown Development Authority	Executive Director	2021	121,477
	Charlotte	City Manager	2020	9,100
	Clawson	City Manager	2021	11,946
	Ferndale	Community & Economic Development Director	2022	20,428
	Grand Rapids	Community Development Director (Virtual)	2022	200,217
	Kalamazoo County	County Administrator	2022	265,066
	Macatawa Area Coordinating Council	Executive Director (Professional Outreach)	2021	Multi
	Oakland County	Director of Economic Development	2020 2022	1,251,000
		Environmental Sustainability Officer	2021	
	Ottawa County	County Administrator	2021	296,200
	Portage	Director of Development Services	2020	50,126
	Rochester	City Manager	2022	13,017
	Royal Oak	City Manager	2020	59,112
Troy	City Manager	2024	83,181	
<b>Minnesota</b>	Apple Valley	Community Development Director	2022	56,318
	Becker	City Administrator	2021	4,874

APPENDIX B. CLIENT LIST

State	Client	Job Position	Year	Population
	Brooklyn Center	Director of Community Development	2023	33,782
	Burnsville	Director of Community Development	2022	60,000
	Fairmont	City Administrator	2024	10,477
	Hibbing	City Administrator	2021	15,855
	Lindström	City Administrator	2023	4,888
	Minnetonka	City Manager	2022	53,953
	Oakdale	Director of Community Development	2021	28,315
	Red Wing	Community Development Director	2021	16,572
	Scandia	City Administrator	2023	4,149
	St. Joseph	City Administrator	2022	7,342
	St. Louis Park	City Manager	2021	48,662
	Waconia	City Administrator	2021	13,500
<b>Missouri</b>	Ballwin	City Administrator	2020	30,181
	Cape Girardeau	City Manager	2020	38,000
	Warrensburg	City Manager	2021	20,200
	Webster Groves	City Manager	2020	22,800
<b>Nebraska</b>	Nebraska City	City Administrator	2022	7,200
<b>Nevada</b>	Boulder City	City Manager	2021	16,207
<b>New Hampshire</b>	Portsmouth	Director of Planning and Development (Professional Outreach)	2021	21,796
<b>New Mexico</b>	Los Alamos County	County Manager	2023	19,330
<b>New York</b>	Mamaroneck (Town)	Town Administrator	2021	29,156
	New Rochelle	City Manager	2022	79,067
		Commissioner of Development	2022	
	Public Employer Risk Management Association	Executive Director	2021	Multi
	Scarsdale	Village Manager	2021	17,837
<b>North Carolina</b>	Albemarle	City Manager	2023	16,404
	Ayden	Town Manager	2023	5,000
	Cumberland County	County Manager	2022	336,000
<b>North Dakota</b>	Minot	City Manager	2020	45,700
<b>Ohio</b>	Monroe	Development Director	2021	15,412
<b>Pennsylvania</b>	Centre County	County Administrator	2022	158,172
	Delaware Valley Regional Planning Commission	Executive Director	2022	Multi
	Ferguson Township	Planning and Zoning Director (Virtual)	2024	18,300
		Township Manager	2022	
	Patton Township	Township Manager	2022	15,801
<b>South Carolina</b>	Lancaster County	Development Services Division Director	2023	100,336
<b>Tennessee</b>	Knoxville-Knox County Planning	Transportation Planning Manager	2023	192,000
	Oak Ridge	City Manager	2023	31,402
<b>Texas</b>	Dallas	Director of Planning & Urban Design	2023	1,300,000
	Missouri City	City Manager	2022	74,139
<b>Vermont</b>	Winooski	City Manager	2022	7,997
<b>Virginia</b>	Hampton	Economic Development Director	2023	137,436
	Newport News	City Manager	2023	181,958
	Portsmouth	City Manager	2020	96,000
	Roanoke	Director of Economic Development	2021	100,220
<b>Washington</b>	Burien	City Manager	2022	52,066

APPENDIX B. CLIENT LIST

State	Client	Job Position	Year	Population
	Duvall	City Administrator (Professional Outreach)	2021	8,090
<b>West Virginia</b>	Bridgeport	City Manager	2021	8,582
<b>Wisconsin</b>	Adams County	County Manager/Administrative Coordinator	2021	20,220
	Beaver Dam	City Administrator	2021	16,291
	Beloit (City)	Economic Development Director	2020	36,966
	Beloit (Town)	Town Administrator	2020	7,083
	Harrison	Village Manager	2021	13,185
	Marshfield	Development Services Director (Professional Outreach)	2022	18,929
	Monroe	City Administrator	2020	10,827
	Oak Creek	Community Development Director	2023	35,243
	Plymouth	City Administrator/Utilities Manager	2020	8,540
	Prairie du Chien	City Planner (Hybrid) (Professional Outreach)	2023	5,900
	Sheboygan	City Administrator	2023	48,327
	Sheboygan County	County Administrator	2022	118,034
	Sun Prairie	Director of Economic Development	2021	32,894
	Waukesha	City Administrator	2023	71,158
	Wausau	Development Director	2021	39,160
	Whitewater	City Manager	2022	14,300
		Economic Development Director (Professional Outreach)	2023	

# NATIONAL FIRM LOCAL FOCUS

## Alabama

Birmingham

## Arizona

Phoenix

## California

Sacramento

Riverside

Carlsbad

## Florida

Tampa HQ

## Georgia

Savannah

Atlanta

Alpharetta

## Illinois

Chicago Metro

## Indiana

Gary

## Michigan

Bay City

## New York

NYC

## North Carolina

Raleigh

## South Carolina

Columbia

## Tennessee

Nashville

## Texas

Dallas

Austin

San Antonio

Houston

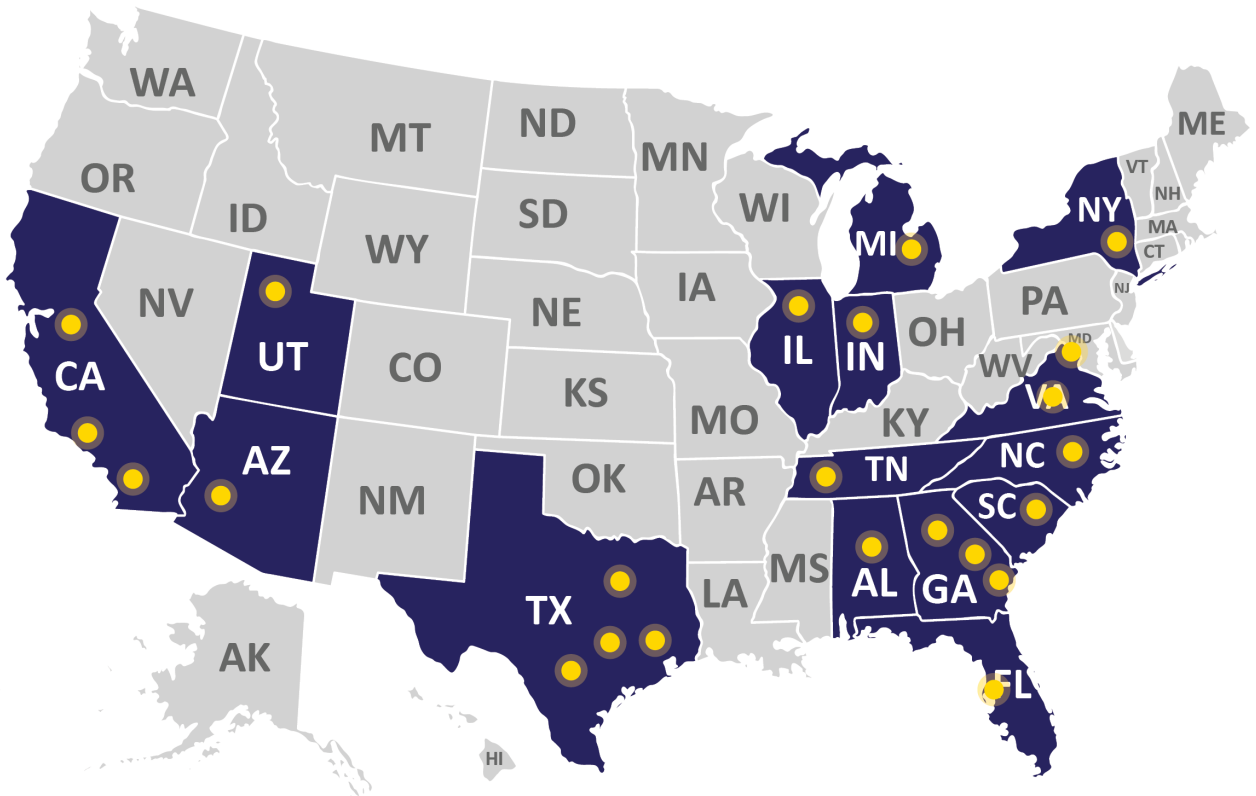
## Utah

Salt Lake City

## Virginia

Richmond

## Washington, D.C.



# MGT

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