



# PROPOSAL FOR EXECUTIVE RECRUITMENT SERVICES

## Village Manager

### Village of Oak Park, Illinois

Submittal date: July 23, 2021

Submitted by:

Koff & Associates  
Alpharetta GA Office  
2835 Seventh Street  
Berkeley, CA 94710

**Gary Palmer ICMA-CM, AICP, CMFO**

Executive Recruiter/Project Manager

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510.345.3954



Koff & Associates  
A Gallagher Company



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A Gallagher Company

July 23, 2021

Village of Oak Park  
Human Resources Department  
Attn: Kira Tchang, Assistant Village Manager/Human Resources Director  
123 Madison Street  
Oak Park, IL 60302

Dear Ms. Tchang,

Thank you for the opportunity to submit a proposal to assist you with finding your next Village Manager. Koff & Associates (K&A) Recruiting, now a Gallagher company, is uniquely qualified based on over 37 years of assisting public agencies with finding and placing candidates who are dedicated to public service.

Our unique selling proposition lies in K&A Recruiting's experience supporting public sector clients in California and throughout the USA. Through our investment in modern recruitment technology, we offer forward-thinking services that not only provide for advanced extensive sourcing and outreach but allow us to tell the story of each project through easy-to-understand data. K&A Recruiting uses National Language Processing to remove bias from our job ads, creating diversity in candidate pools to build workforces that accurately represent the communities served.

Having conducted countless executive search efforts has made K&A Recruiting an expert in identifying, targeting, recruiting, and successfully placing women and minority candidates in many of our recruitments. Diversity recruiting is an area of focus, and our firm has a vast pool of resources at our fingertips to provide outreach on an industry-wide basis to the public and private sector for qualified candidates nationwide. We pride ourselves in transparency, flexibility, and quality work.

Gary Palmer, Executive Recruiter in our Alpharetta GA office will be the Project Manager for all recruitment efforts backed up by K&A's outstanding recruitment and support team. You can reach him at 510.345.3954 or [gpalmer@koffassociates.com](mailto:gpalmer@koffassociates.com).

Sincerely,

Frank Rojas  
Recruitment Manager



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## BUSINESS INFORMATION

Koff & Associates (“K&A”) is a full spectrum, public-sector human resources and recruiting services firm that was founded by Gail Koff in 1984, and has been assisting cities, counties, special districts, other public agencies, and non-profit organizations.

As of April 30, 2021, we merged with Arthur J. Gallagher and are now officially a Gallagher Division. Our headquarters are in Berkeley, CA, and we have satellite offices in Southern California, the Central Valley, the Sacramento Region, and the Western U.S. Region. GALLAGHER BENEFIT SERVICES, INC. is our legal name. It is a Delaware company, and the FEIN is 36-4291971.

## EXPERIENCE AND QUALIFICATIONS

With 37 years of HR experience, K&A Recruiting knows public sector employment inside and out. We are familiar with public sector organizational structures, agency missions, operational and budgetary requirements, and staffing expectations. Our team is ready to support you at any level you wish – providing sourcing expertise, full-cycle recruitment at the start of your search through the start date of your newest employee, and everything in between.

We build enduring relationships	K&A Recruiting provides personal attention to and creates long-term relationships with our clients. Because we care about and understand your organization’s people, culture, leadership, and unique needs, we identify highly qualified candidates to support your goals.
We value strength in diversity	We source top talent reflective of the communities you serve. With our focus on inclusion, networking and partnering with minority-based associations, utilizing bias-reducing tools, and drawing from our own employees’ certification training, we are leaders in public sector Diversity and Inclusion.
We leverage innovative search technology	K&A Recruiting uses advanced programs and unique sourcing methods to identify candidates which traditional recruiting strategies might have missed. We continuously gather and analyze important data points and are always looking ahead at how we can use information technology to better serve you.

Our long list of clients is indicative of our firm’s reputation as being a quality organization that can be relied on for producing comprehensive, sound, and cost-effective results. K&A Recruiting is “hands on” and responsive with the ability and expertise to identify the ideal candidate(s) for Village of Oak Park.

K&A Recruiting uses its vast network to leverage recommendations and referrals of past clients in combination with modern sourcing techniques and technology to build the best candidate pools in the market. We are a team of true recruiters with over 60 years of combined experience. Our work speaks for itself, and our primary goal is to provide professional and technical consulting assistance with integrity, honesty, and a commitment to excellence.



## RECENT SUCCESSFUL RECRUITMENTS

Following is a partial list of recent executive recruitments conducted by Frank Rojas (some while at previous firm):

Agency	Title	Year Completed
City of Oxnard	Public Works Director, Asst. Public Works Director (2), Chief Financial Officer, Purchasing Manager, Controller, Communications & Marketing Manager, Assistant City Attorney, Civil/Traffic Engineers	Current/2020/2019/2018
City of San Diego	Director of Transportation	Current
County of San Mateo Transportation Authority	Deputy Director, Transportation Authority	Current
City of Glendale	City Manager	2021
County of Riverside	County Executive Officer	2021
City of Salinas	City Manager, Finance Director	2021
Kensington PP&CDD	General Manager	2021
City of Colton	Public Works & Utility Services Director	2021
City of San Bernardino	Finance Director, Director of Animal Services	2021/2020
City of Carson	Public Works Director, Community Services Director, City Manager	2021/2020/2019
City of Ontario	Economic Development Director	2021
City of Redlands	Director, Municipal Utilities & Engineering, Fire Chief	2021/2020
County of Orange Social Services Agency	Division Director (3), Deputy Director	2021/2020/2019
County of Tulare	Director of Human Resources & Development, Director of Information & Communications Technology	2021/2020
City of Millbrae	Director of Finance, Community Development Director	2020
City of Berkeley	Operations Manager (2), Public Works Director, Asst. City Attorney, Health Housing & Community Services Director	2021/2020
City of Avondale	Development & Engineering Services Director, Economic Development Director	2020/2019
City of Redlands	Fire Chief, Director of Municipal Utilities & Engineering	2020



City of Shafter	City Manager	2020
City of Ontario Municipal Utilities	Assistant General Manager	2020
City of Bell	Director of Community Development	2020
City of Los Angeles	Human Resource & Payroll Project Manager (ERP implementation)	2020
County of San Bernardino	Public Works Director, Human Resources Director, Assistant HR Director, Director of Land Use Services, Regional Parks Director	2020/2019/2018
Orange County LAFCO	Assistant Executive Officer	2020
LA Metro	Chief Ethics Officer	2020
Orange County Fire Authority	Purchasing Manager, Fleet Manager, Human Resource Director	2020/2017
City of Banning	Director of Administrative Services, Director of Parks and Recreation	2019
City of Santa Ana	City Manager, Parks & Recreation Director	2019
City of Bell Gardens	City Manager	2019
City of Anaheim	Deputy Planning Director, Engineering Manager, Buyer	2020/2018/2016
City of Garden Grove	Finance Director, City Manager	2019/2016
City of San Marino	City Manager	2018
County of San Luis Obispo	County Administrative Officer	2018
County of Imperial	County Executive Officer	2018
City of Avalon	City Manager	2018



## PROJECT TEAM

### **Gary Palmer ICMA-CM, AICP, CMFO Executive Recruiter (Works and Resides in Metro-Atlanta GA)**

Prior to joining Koff & Associates this year, Gary worked in local government for over 20 years with his last position being City Administrator for the City of Roswell GA in metro Atlanta. After his first of two tours as an active-duty US Marine, Gary was sworn in as a police officer in the Washington DC area. Looking to further fulfill his passion for public service, Gary proceeded to work his way through the ranks in several cities serving as: Geographic Systems Analyst, City Planner, Grant Manager, Community Development Director (Metro Detroit), Assistant Town Manager, Town Manager (Knoxville TN) and most recently as City Administrator.

Gary understands leadership, what it looks like, and is dedicated to bringing it to our clients. Having led all City departments gives Gary inside knowledge of the dynamics within local government and ability to ask the right questions so he can find the best leader to address the client's needs. Moreover, Gary has the unique ability to tap into the many veteran networks to recruit proven leaders. Gary's recruiting experience includes: Police Chief, Fire Chief, Finance Director, Transportation Director, IT Director, Chief Information Officer, Community Development Director, and Parks and Recreation Director.

Gary has expertise in the following areas: city management, public safety administration, personnel management/coaching, budgeting and finance, land use, community and economic development, performance management and innovation. Additionally, Gary has extensive experience working closely and directly with elected officials on their individual and collective initiatives such as strategic planning, master planning, organizational/leadership development, and personnel management.

Gary has served on numerous inter-agency boards, panels, commissions, and councils throughout his career and has been heavily involved in the International City/County Manager's Association (ICMA). He is a graduate of Leadership ICMA 2010, the Senior Executive Institute at the University of Virginia, and the Senior Executives in State and Local Government at the Harvard Kennedy School. He is a credentialed city manager through the ICMA, Certified Planner through the AICP, and Certified Municipal Finance Officer through the State of Tennessee. Gary's formal education includes a Master of Public Administration.



## PROJECT TEAM, Cont.

### **Frank Rojas** **Recruitment Manager**

Frank brings more than thirty (35) years of recruiting experience from the highly competitive direct placement and contract labor industries as well as the corporate environment. He has significant experience placing corporate leaders, executive, professional, and technical staff including individual contributors for government sector, non-profits, aerospace, architectural and engineering, information technology, petroleum and chemical, energy, power, civil/structural, transportation and private industry.

Frank began his career in Contract Labor and over the next 20+ years launched seven start-up offices in several states and locations providing direct placement and contract support to hundreds of clients in virtually all industries and levels of talent. He continued his career in the non-profit environment managing and building talent acquisition support during significant growth periods. Having been a speaker at several networking and career coaching venues, Frank believes in utilizing traditional recruiting methodology with social media.

In addition to recently completing recruitments for City of Ontario, County of Riverside, County of Tulare, City of Salinas, and City of San Diego, recent successful efforts include positions of County Executive Officer, Director of Human Resources & Development, City Manager, Finance Director, Chief Ethics Officer, and Director-level hires for Information Technology, Social Services, Public Works, Economic Development, Community Services, Animal Services, and Division/Site General Managers.

Frank has been named in the top 1% viewed profiles on LinkedIn and has established a strong client and customer base through trust, effective recruiting, relationship building, and teamwork.

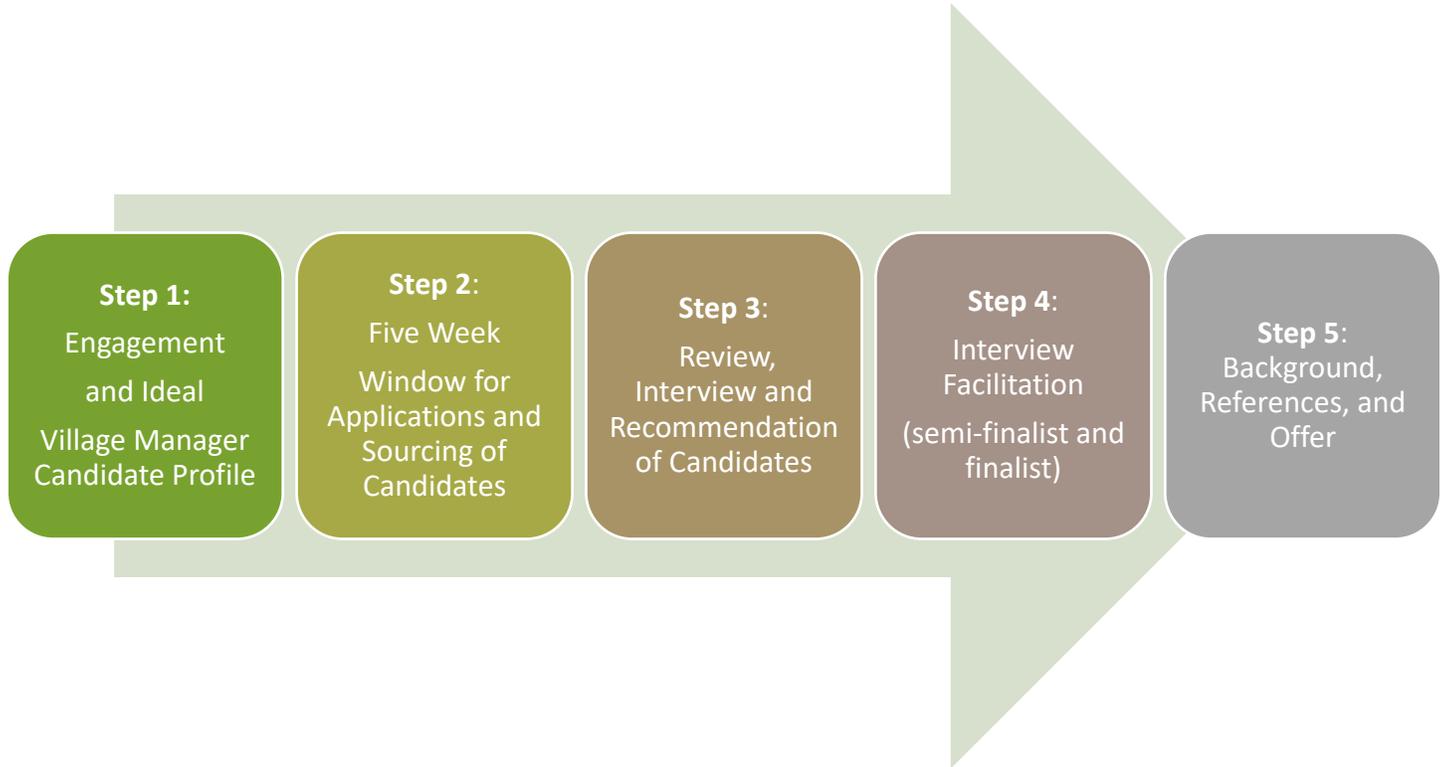


## PROJECT APPROACH/METHODOLOGY

Our philosophy ensures thorough, thoughtful, and strategic sourcing, evaluation, selection, and vetting of candidates. This includes focused advertising including websites and publications specific to women and minority candidates, business media, outreach emails to perspective candidates and referral sources, contacting users' groups and associations, and of course picking up the phone and proactively calling passive professionals that may not otherwise be looking.

K&A Recruiting will provide weekly progress reports to the Village and participate in conference calls and/or onsite meetings as requested.

We are responsible for ensuring compliance, adhering to and maintaining all legally mandated documentation throughout the process.





## Step 1 Ideal Candidate Profile

The development of a desired profile for the ideal Village Manager candidate for Oak Park is crucial for a successful search process.

We will work closely with the Village in identifying and/or developing:

- The various organizational needs, vision, values, mission, goals & objectives, strengths, challenges, opportunities and culture of the organization;
- Position competency requirements, i.e., knowledge, skills, and abilities;
- Personal and professional attributes required of and priorities for the new Village Manager;
- Type of working relationship the Village Board desires with the new Manager;
- Advertising in conjunction with a national outreach campaign;
- Compensation levels; and
- Schedule of deliverables from K&A Recruiting.

At the conclusion of our meetings with the Trustees, Board President, Executive Team, and community stakeholders, there will be a clear consensus of the key qualifications and characteristics of the position and the process, action plan, and timetable to be utilized for the recruitment process.

We understand the importance of successfully engaging your community on this critically important position. K&A Recruiting can create and execute a plan to engage your community partners (residents & businesses) to include digital surveys and small group discussions. We would want to work with your experts, the Village staff, to come up with the best engagement plan for this recruitment process.

### **Brochure Design & Posting**

Following the development of the candidate profile, a professionally produced recruitment brochure will be prepared in coordination with the Village prior to posting. The brochure will highlight the strengths of the Village and surrounding community, its organizational structure and services, its mission and goals, pertinent facts regarding the position, and necessary and desirable candidate qualifications.

## Step 2 Five Week Window of Application & Sourcing

Our effort will include a variety of activities designed to build the best available candidate pool. Our techniques and methodologies allow us to source from extensive pools of potential candidates and referral sources.

In coordination with the Village, K&A Recruiting will:

- Identify and interview prospects;
- Provide each potential candidate with access to the recruitment brochure;
- Capture interested candidates in our recruitment project database; and
- Provide representative data to the Village including candidate documents, interview notes, and an outline of the recruitment process.



### Step 3 Recommendation of Candidates

K&A Recruiting will provide the Village with a report of the leading candidates to further narrow the pool to the most highly qualified, and to establish best organizational fit of each potential finalist. This screening process is specifically designed to assess the personal and professional attributes the Village has identified and will focus on each candidate's ability, technical competency, and fit with the values, culture, and needs of the Village. Our assessment will consist of:

- Experience and qualifications;
- Cultural fit based on our understanding of important intangibles;
- Clarity of any issues identified in the submitted documents;
- Reasons for position interest;
- The level of commitment to the position and the organization; and
- Other issues, including salary requirements.

### Step 4 Interview Facilitation

We will advise and develop interviewing strategies and a menu of key questions that will help analyze candidates' qualifications and management/workstyle. We will facilitate all necessary communications with the Village and candidates to ensure everyone is well prepared.

Interview questions will be designed to elicit information, not only about each candidate's technical skillset and experience but also their leadership skills, adaptability, political astuteness, self-awareness, and other important aspects of the ideal Village Manager profile.

Questions, evaluation tools, and additional materials will be assembled in intuitive and user-friendly on-site interview binders. We will also use evaluation criteria agreed to by the Village.

The Project Manager will coordinate interviews, interview schedules, and finalize the process. We will provide oversight during the panel interview process and facilitate a focused discussion with the Village at the beginning and conclusion of the interviews to identify the most qualified candidate(s) for final interviews.

### Step 5 Background, References, and Offer

K&A Recruiting will conduct thorough reference and background checks for the final candidate. We start with employment and professional references, calling each and having an in-depth discussion covering strongest business characteristics, work style, interpersonal skills, and position-specific knowledge. Our references will be documented and presented in a concise user-friendly manner.

Background checks are conducted in coordination with a third-party firm that will confirm educational degrees and check driving records, criminal records, and a financial history/credit check. We, as well as our background contract firm, meet or exceed relevant reporting requirements.

K&A Recruiting can facilitate and lead the negotiations of the final terms and conditions of employment, such as the compensation package, benefits, and other perquisites (perks). We will notify all candidates not selected as finalists for the position.



## Project Schedule

Following is an estimated project schedule which includes time to allow for community engagement. Sixteen (16) weeks to completion should allow enough time for all steps of the process and client schedules.

Weeks	4	6	8	10	12	14	16
Step 1							
Step 2							
Step 3							
Step 4							
Step 5							



## REFERENCES

We are proud of our past recruitment work with clients to successfully place candidates to meet their organization’s needs.

Recruitment & Agency	Contact
<p>Oxnard, City of</p> <p>Public Works Director, Asst. Public Works Director (2), Chief Financial Officer, Purchasing Manager, Controller, Communications &amp; Marketing Manager, Assistant City Attorney, Civil/Traffic Engineers</p>	<p>Lisa Baker Assistant Director, Human Resources 805-385-7596 <a href="mailto:lisa.baker@oxnard.org">lisa.baker@oxnard.org</a> 4300 W. Third Street Oxnard, CA 93030</p>
<p>Redlands, City of</p> <p>Director, Municipal Utilities &amp; Engineering Fire Chief Manager, Municipal Utilities</p>	<p>Tommi Ng Asst. Director, Risk &amp; Human Resources 909-708-7679 <a href="mailto:tng@cityofredlands.org">tng@cityofredlands.org</a> 35 Cajon Street Redlands, CA 92373</p>
<p>Carson, City of</p> <p>Director of Public Works Director of Community Services City Manager</p>	<p>Faye Moseley Director of Human Resources and Risk Management 310-952-1735 <a href="mailto:fmoseley@carsonca.gov">fmoseley@carsonca.gov</a> 701 E. Carson Street Carson, CA 90745</p>
<p>Salinas, City of</p> <p>City Manager Finance Director</p>	<p>Marina Horta-Gallegos Human Resources Director (831) 758-7417 <a href="mailto:marinah@ci.salinass.ca.us">marinah@ci.salinass.ca.us</a> 200 Lincoln Avenue Salinas, CA 93901</p>

\* Completed by Frank Rojas during his time at previous employer



## PRICING PROPOSAL *(See Also Attachment I Cost Proposal Form)*

### Project

- Village Manager

### Professional Fee and Expenses

- Professional Fee: \$29,800, plus not to exceed \$7,000 expenses\*
- Total of \$36,800
  - \* Expenses include brochure development and design, advertising, printing and shipping, associated consultant travel, and background. The \$7,000 is a not to exceed amount, but may end up being less.
- Expenses will be billed in correlation to the steps described.

*Note: Expenses do not include candidate travel.*

### Placement Guarantee

K&A Recruiting is committed to recommending only the most qualified candidates who not only meet all the necessary requirements and qualifications but are also a cultural fit for the Village of Oak Park. We proactively recruit for each search effort until a successful candidate is placed.

We therefore promise to present a slate of candidates to the Village that includes only those individuals who have passed through all our screening processes and have been identified as potential ideal matches for the position requirements. Should the Village disapprove of all final candidates and/or should none of the final candidates pass the final interview and reference check process, we will work to find a new slate of candidates at no added cost, with the possible exception of necessary advertising.

In addition, we promise to conduct a one-time additional executive search to find a replacement should the incumbent leave the position or be terminated from employment within 12 months of hire due to performance issues. In either case, as described above, we will identify a replacement and only charge through related expenses as described in the Pricing Proposal.

Overall, K&A Recruiting's retention rate during the first 12 months of hire is very strong and has been at over 95% over the last 37 years.



## Recruiting Process During Covid-19 Crisis

We will work to counterbalance market forces and build a pipeline of potential candidates through strong marketing and branding efforts, including videos, job postings, and a social media campaign. Our ongoing communication with candidates helps with reputation and keeps them engaged; so, when there is an opportunity that matches their background, we reduce the time-to-hire. As always, communication is key. Candidates who experience a warm, communicative recruitment experience are more likely to maintain their interest and are more likely to feel welcomed into the organization. The recruitment experience is the first touch point with your future new employees.

We have embraced the virtual interview. The push into virtual technologies due to the pandemic was generally new for many public agencies. Our crystal ball tells us that virtual interviewing is not going away regardless of how the public sector world evolves going forward beyond the pandemic. In other words, virtual interviewing may have become a necessity during a temporary crisis, but it is not a temporary strategy that should fall to the wayside after the crisis is over. How we communicate in virtual interviews is essential and will continue to be going forward.

To conduct an effective virtual interview, simple steps can be taken to ensure a predictable and high-quality process. We will be clear on exactly how the interview process will go and what candidates should expect. We are savvy at navigating the technology and can help with technical challenges on the fly. Coaching panel members to continue to maintain a professional demeanor during virtual interviews, and eliminate smart phone or competing screen distractions, just as you would in person, can also help the process.

## K&A Recruiting Organizational Diversity Statement

This statement reaffirms our commitment to affirmative action efforts and providing equal employment opportunity to all employees and applicants for employment in accordance with equal opportunity and affirmative action laws.

We affirm our personal and official support of these policies which provide that K&A Recruiting is committed to the implementation of the affirmative action policies, programs, and procedures included in this plan to ensure that employment practices are free from discrimination. Employment practices include but are not limited to, the following: hiring, promotion, demotion, transfer, recruitment or recruitment advertising, layoff, disciplinary action, termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. We will provide reasonable accommodation to applicants and employees with disabilities.



## OTHER: INSURANCE CONSIDERATIONS

We will submit and support the levels of coverage and endorse the Village with our General Liability coverage upon award of a contract for the project.

- Workers' Compensation: Statutory Limits
- Commercial General Liability: \$2,000,000 per occurrence
- Professional Liability (Errors & Omissions): \$1,000,000 per occurrence
- Automobile Insurance: \$1,000,000 per occurrence

We will be pleased to sign the Village's professional services contract for recruitment services. We respectfully request that the Village will allow for a period of negotiation of certain terms in the professional services contract related to liability, indemnity, insurance, and other terms. We have found that we have always come to an agreement with all our clients in the past and appreciate the Village's flexibility in reviewing certain terms in a collaborative fashion between our legal counsels.



## SIGNATURE PAGE

We thank you for your consideration of our proposal. We are committed to providing high quality service and investing in a long-term partnership.

This proposal is valid for ninety (90) days.

Respectfully submitted,

By: KOFF & ASSOCIATES

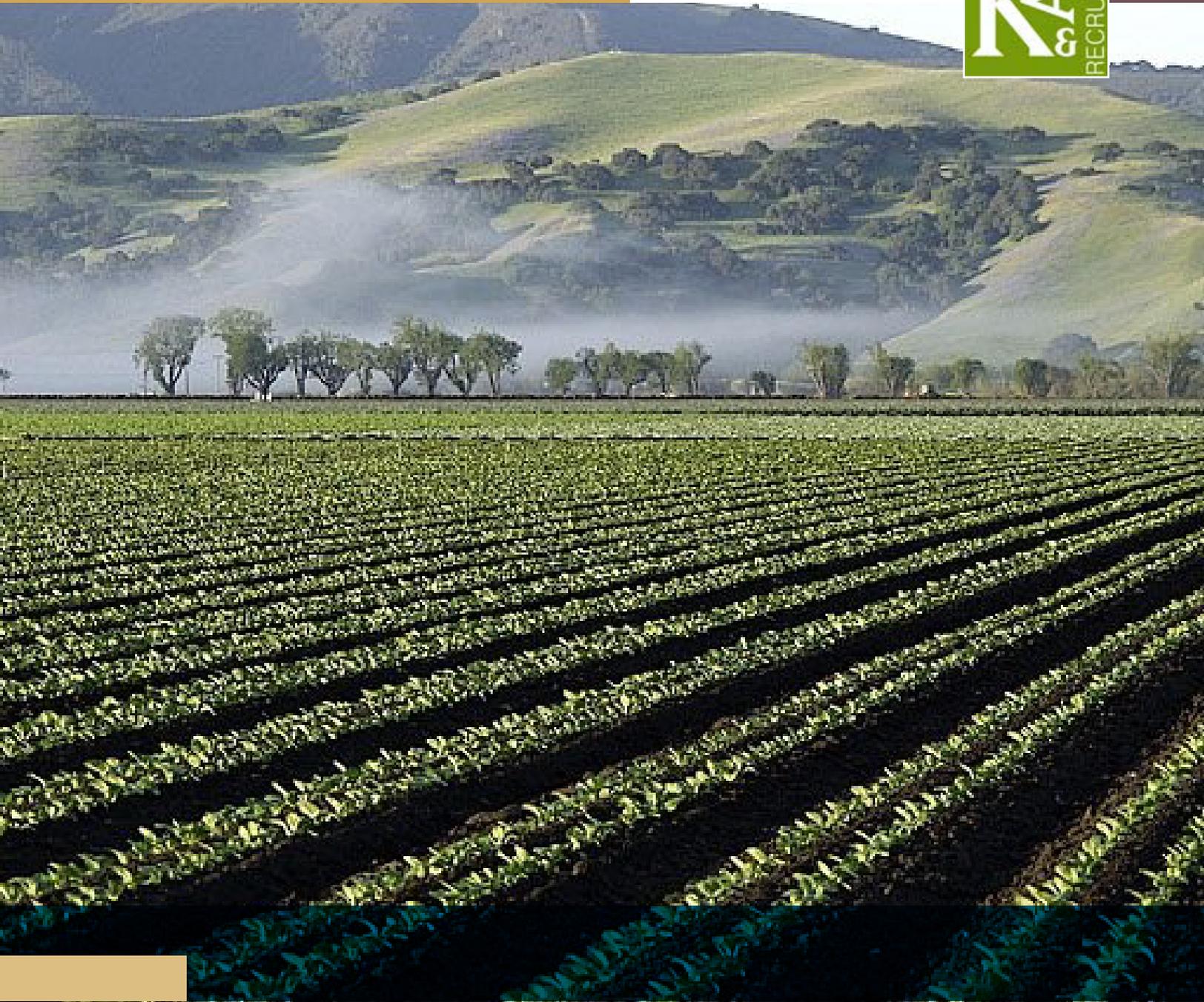
State of California

Frank Rojas

Date: July 23, 2021

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Recruitment Manager



# Finance Director



## THE COMMUNITY

The City of Salinas is the 34th largest City in the state with a population of approximately 155,205. Salinas is located in beautiful Monterey County, and is the County seat. Just 40 minutes south of the heart of the nation's high-tech industry, Silicon Valley, the City has the largest population in California's Central Coast, is a multicultural and diverse community and a key asset in today's global economy. The region also boasts spectacular scenery, from breathtaking mountains and valleys, to the beauty of the sun, sand, sea, and soil. Salinas serves as the main business, governmental and industrial center of the region. The marine climate is ideal for the floral industry, grape vineyards, and vegetable growers. Salinas is known as the "Salad Bowl of the World" for its large, vibrant agriculture industry. The City is rich in diversity with an approximate 75% Hispanic population and a median age of 34, which allows for various cultural family activities and world class annual events such as the California Rodeo Salinas, El Grito Festival, Forbes Ag Tech Summit and world-renowned amenities right next door, including the Pebble Beach Golf Resort and the Monterey Bay Aquarium. Salinas is home to Hartnell, a robust community college, along with being just minutes from Cal State Monterey Bay. The City is also home to a wealth of cultural and historic assets, including the California Welcome Center/Regional Heritage Center and the National Steinbeck Center – the only museum in the country devoted to a single author - along with Steinbeck's family home. Salinas is the birthplace of John Steinbeck.

Although agriculture forms the economic base, more than 100 manufacturing, financial, and medical related firms call Salinas home. Salinas has a global reputation as an agriculture and innovation hub, it is a source for agricultural research and resources and is developing the latest technology and advancements. Some of the largest employers in the city include the County of Monterey, Taylor Farms, D'Arrigo Bros, and Salinas Valley Memorial Hospital.

Visitors can also explore the nearby Monterey Peninsula: the historic missions of San Juan Bautista, Soledad, Carmel and San Antonio de Padua, the world class wineries of South Monterey County and the beauty of nearby beaches and Pinnacles National Monument.

## CITY GOVERNMENT

The City of Salinas was incorporated in 1874 and became a Charter City in 1903. The City operates under a Council-City Manager form of government. The seven-member City Council includes six members elected by district for four-year staggered terms on a nonpartisan basis, plus the Mayor who is elected at-large and serves a term of two years. The City employs 530 full-time staff with 200 additional temporary employees. The total Operating and Capital budget is \$189 million. The City Manager leads and directs eight departments which include Administration, Community Development, Finance, Fire, Human Resources, Library and Community Services, Public Works, and the Police Department.

## THE DEPARTMENT

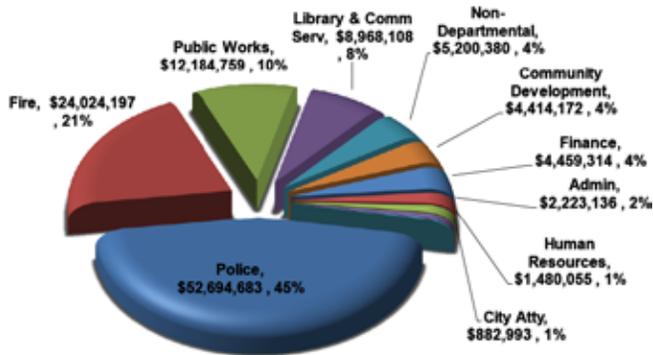
The Finance Department provides coordination and direction of all fiscal operations of the City. This includes, but is not limited to:

- ❖ Directing, monitoring, and controlling all assets and financial operations of the City.
- ❖ Providing a framework for financial planning and analysis to support the operation and management of all City Departments.
- ❖ Financial administration of the Successor Agency to the former Salinas Redevelopment Agency, Assessment Districts, Enterprise Operations, Internal Services and Trust Funds, and the City's General Fund.
- ❖ Managing a staff of approximately 25 I.T. and Finance professionals.

Departmental responsibilities include long-range financial planning, budget management, accounts receivable and payable, payroll, retirement administration, general accounting and reporting, debt administration, purchasing, revenue and licensing, information technology and assessment district administration.



**General Fund & Measure E & G FY 2020-21  
Expenditure Budget \$116,765,183**



## THE POSITION

The Finance Director plans, organizes, directs, and reviews the activities of the Finance Department including accounting, treasury management, revenue and licensing, information systems, purchasing, and central services; provides coordination and direction of all fiscal operations of the City including directing, monitoring, and controlling the assets and financial operations of the City; provides a framework for financial planning and analysis to support the operation and management of all City departments; oversees the resources and activities of the City-wide Information Technology (IT) function; and offers professional and technical staff assistance. This position assists in the preparation, implementation, and control of the City's annual operating and capital improvement budgets. The incumbent will coordinate, review, evaluate, and recommend improvements to the City's administrative and financial internal control systems and procedures, ensure audit compliance, administer deferred compensation programs and retirement plans, as well as the bonded indebtedness of the City. The Finance Director serves as City Treasurer and acts as fiscal officer for non-City agencies, prepares written and oral reports to staff, commissions, and City Council and performs other related duties as needed.

## CURRENT PRIORITIES AND OPPORTUNITIES

- ❖ Promote a culture of learning and communication that ensures the community is well informed while providing a high level of transparency, ethics, and confidence in local government.
- ❖ Provide financial guidance relevant to operational expenditures and closing budget gaps.
- ❖ Emphasize government transparency, trust, and accountability.
- ❖ Continue to enhance team building and interdepartmental collaboration.

- ❖ Develop an understanding of the City's diversity and ways to meet the needs of each unique population, and find commonalities to unify and build a stronger sense of community.
- ❖ Build a foundation of community involvement through access of information including policy direction and providing a voice and open communication to and from the general public.
- ❖ Hire a new Assistant Finance Director.

### The Salinas Plan:

The Salinas Plan is a Ten-Year Plan designed to provide the City with a path forward on maintaining a long-term balanced, sustainable budget while preserving City services and addressing the affordable housing crisis.

## THE IDEAL CANDIDATE

The ideal candidate will be an honest, collaborative, and confident leader with excellent supervisory skills; a strong communicator able to write reports with clarity and verbally articulate fiscal concepts to all levels of audiences. The Finance Director will manage a solid team and should have a willingness to delegate, and be a mentor, willing and able to develop staff. It is important for this individual to keep abreast of the American Rescue Act and be able to oversee multiple grants. The incumbent will be a responsible steward for the community, City staff, and leadership, and align decisions in support of the Salinas Plan. The ideal candidate will have a proven track record in implementing efficiencies, allowing the Department to assist the organization in achieving its financial goals.

The successful candidate will have demonstrated expertise and a solid track record in municipal finance and budget management, agency administration, and the ability to maintain collaborative relationships with City Council, staff, and the community. Excellent interpersonal abilities are necessary to build and maintain solid relationships with elected officials, regional business partners, union representatives, staff, and the community through open and respectful dialogue. It is important to engage and embrace the cultural diversity of the City.

### Key Attributes and Characteristics

- ❖ A strong leader who shares the vision of the council and community, and can advocate, articulate, and implement that vision. A manager who is able to blend innovation and creativity, someone who can think outside the box.
- ❖ A professional who can lead the organization with a commitment to uphold the values of Salinas, including valuing positive employee working relations and respecting the richness of cultures and diversity.

- ❖ A friendly approachable leader who can ensure quality customer service.
- ❖ Diplomatic, being known as a people person with an engaging style that is comfortable interacting with a wide spectrum of individuals and one who welcomes dialogue and discussion.
- ❖ A decisive, seasoned leader with the highest integrity, character, and ethics.
- ❖ Honest, with the ability to maintain and build trust and actively listen.
- ❖ Technologically astute, who recognizes the value of harnessing and integrating the benefits of cutting-edge technology for city government and for residents.
- ❖ A proven understanding of budget/structural deficits and the willingness and the ability to bring teams together to find solutions to challenging issues.
- ❖ An outstanding fiscal manager, able to develop and implement plans to expand the tax base, obtain grants, and manage costs.

## MINIMUM QUALIFICATIONS

- ❖ Bachelor's Degree in Public Administration, Business, Accounting, Finance, or a related field.
- ❖ Master's Degree (MA/MS) is highly desirable.
- ❖ Eight (8) years of senior-level municipal management experience in a public service setting with extensive experience working with a City Council or a Board of Supervisors.
- ❖ Four (4) or more years of senior management experience in local government of a comparable size to the City of Salinas is helpful.

## COMPENSATION AND BENEFITS

**The salary range for the Finance Director is \$144,048 - \$175,080 DOQ**

The City offers an attractive benefits package which includes:

- ❖ CalPERS Retirement Plan –The City participates in the California Public Employees' Retirement System (CalPERS) under a 2% @ 55 formula for Classic members. New members, as defined by PEPR, are under a 2% @ 62 formula.
- ❖ 457/401(a) Compensation – City-paid contribution based on months of service with the City.
- ❖ Health Insurance – The City currently pays 95% of the premium for the level of coverage the employee has selected, up to 95% of the PERS Choice Plan premium. The City pays the full amount of premiums for dental and vision plans.
- ❖ Holidays – 12 per year.

- ❖ Annual Leave – May be used for vacation and/or sick leave. Leave is accrued at a rate of 37 days per year for the first five years; 42 days per year for years six through ten, with additional longevity increase in annual leave after ten years of employment.
- ❖ Life Insurance – Term life insurance in the amount of \$150,000.
- ❖ Bilingual Pay - \$75 per pay period if Spanish is used in the course of his/her job duties (subject to passing a City-administered bilingual exam and administrative approval).
- ❖ Auto – City assigned vehicle or \$750 per month auto allowance.

## APPLICATION PROCESS AND RECRUITMENT SCHEDULE

**The final filing date is Friday, May 28, 2021.**

To be considered, please submit a resume, cover letter, and five work related references (who will not be contacted in the early stages of the recruitment) to: [koffassociates.com/finance-director-2/](https://koffassociates.com/finance-director-2/).

Resumes should reflect years and months of positions held, as well as size and budgets of past organization(s).



For additional information, please contact:

Frank Rojas  
 Recruitment Manager  
 Phone (510) 495-0448  
[frojas@koffassociates.com](mailto:frojas@koffassociates.com)  
 Website: <https://koffassociates.com/>

Resumes will be screened based on the criteria outlined in this brochure. Candidates with the most relevant qualifications will be given preliminary interviews by the consultant. Koff & Associates will report the results to the City. The City will then select candidates to participate in City interviews on **June 17**. Extensive reference and background checks will be completed on the selected candidate.





Oak Park

Attachment I. Cost Proposal Form

The undersigned proposes to furnish, Village of Oak Park Human Resources Department, 123 Madison St., Oak Park, IL 60302 and,

Vendor shall state as part of their bid, costs associated with

VILLAGE MANAGER RECRUITMENT  
\$29,800 LUMP SUM FEE FOR SERVICES  
\$ 7,000 NOT TO EXCEED AMOUNT FOR TRAVEL + EXPENSES

Proposal Signature: [Signature]

State of GEORGIA ), County of FULTON )

GARY PALMER, being first duly sworn on oath deposes and says that the Contractor on the above Proposal is organized as indicated below and that all statements herein made on behalf of such Contractor and that their deponent is authorized to make them, and also deposes and says that deponent has examined and carefully prepared their proposal from the Specifications and has checked the same in detail before submitting their Proposal; that the statements contained herein are true and correct.

Signature of Contractor authorizes the Village of Oak Park to verify references of business and credit at its option.

Signature of Contractor shall also be acknowledged before a Notary Public or other person authorized by law to execute such acknowledgments.

KOFF & ASSOCIATES

Organization Name  
(Seal - If Corporation)

By: [Signature]  
Authorized Signature

Dated: 7/20/2021

2835 7th ST. Berkeley CA 94710  
Address

510.658.5633  
Telephone

GPalmer@KoffAssociates.com  
E-mail

Subscribed to and sworn before me this 20 day of July, 2021.



[Signature]  
Notary Public



## Attachment II. Compliance Affidavit

I, GARY PALMER being first duly sworn on oath depose and state as follows:  
(Print Name)

- I am the (title) EXECUTIVE RECRUITER / PM of the Proposing Firm ("Firm") and am authorized to make the statements contained in this affidavit on behalf of the Firm.
- The Firm is organized as indicated on Exhibit A to this Affidavit, entitled "Organization of Proposing Firm," which Exhibit is incorporated into this Affidavit as if fully set forth herein.
- I have examined and carefully prepared this proposal based on the Request for Proposals and verified the facts contained in the proposal in detail before submitting it.
- I authorize the Village of Oak Park to verify the Firm's business references and credit at its option.
- Neither the Firm nor its affiliates<sup>1</sup> are barred from proposing on this project as a result of a violation of 720 ILCS 5/33E-3 or 33E-4 relating to bid rigging and bid rotating, or Section 2-6-12 of the Oak Park Village Code related to "Proposing Requirements".
- Neither the Firm nor its affiliates is barred from contracting with the Village of Oak Park because of any delinquency in the payment of any debt or tax owed to the Village except for those taxes which the Firm is contesting, in accordance with the procedures established by the appropriate revenue act, liability for the tax or the amount of the tax. I understand that making a false statement regarding delinquency in taxes is a Class A Misdemeanor and, in addition, voids the contract and allows the Village of Oak Park to recover all amounts paid to the Firm under the contract in a civil action.
- I am familiar with Section 13-3-2 through 13-3-4 of the Oak Park Village Code relating to Fair Employment Practices and understand the contents thereof; and state that the Proposing Firm is an "Equal Opportunity Employer" as defined by Section 2000(E) of Chapter 21, Title 42 of the United States Code Annotated and Federal Executive Orders #11246 and #11375 which are incorporated herein by reference.
- All statements made in this Affidavit are true and correct.

Signature: [Handwritten Signature]

Printed Name: GARY PALMER

Name of Business: KOFF + ASSOCIATES

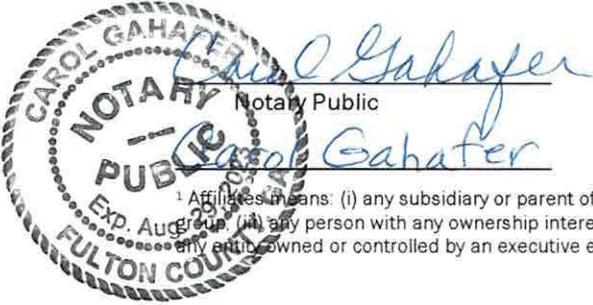
Your Title: EXECUTIVE RECRUITER

Business Address: 2835 SEVENTH AVE. BERKELEY CA

(Unit Number, Suite #) \_\_\_\_\_ (City, State & Zip): BERKELEY CA 94710

Telephone: 510.658.5833 Fax: 510.658.5633 Web Address: WWW.KOFFASSOCIATES.COM

Subscribed to and sworn before me this 20 day of July, 2021.



<sup>1</sup> Affiliates means: (i) any subsidiary or parent of the bidding or contracting business entity, (ii) any member of the same unitary business group, (iii) any person with any ownership interest or distributive share of the bidding or contracting business entity in excess of 7.5% (iv) any entity owned or controlled by an executive employee, his or her spouse or minor children of the bidding or contracting business entity.



Oak Park

**EEO Report**

**Attachment III. M/W/DBE Statue and**

Failure to respond truthfully to any questions on this form, failure to complete the form or failure to cooperate fully with further inquiry by the Village of Oak Park will result in disqualification of this Proposal. For assistance in completing this form, contact the Department of Human Resources at 708-358-5650.

1. Consultant Name: KOFF & ASSOCIATES

2. Check here if your firm is:

- Minority Business Enterprise (MBE) (A firm that is at least 51% owned, managed and controlled by a Minority.)
- Women's Business Enterprise (WBE) (A firm that is at least 51% owned, managed and controlled by a Woman.)
- Owned by a person with a disability (DBE) (A firm that is at least 51% owned by a person with a disability)
- None of the above

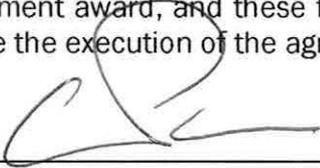
[Submit copies of any W/W/DBE certifications]

3. What is the size of the firm's current stable work force?

33 Number of full-time employees

\_\_\_\_\_ Number of part-time employees

4. Similar information will be requested of all sub-consultants working on this agreement. Forms will be furnished to the lowest responsible Consultant with the notice of agreement award, and these forms must be completed and submitted to the Village before the execution of the agreement by the Village.

Signature: 

Date: 7/20/2021

### EEO REPORT

Please fill out this form completely. Failure to respond truthfully to any questions on this form, or failure to cooperate fully with further inquiry by the Village of Oak Park will result in disqualification of this Proposal. An incomplete form will disqualify your Proposal. For assistance in completing this form, contact the Human Resources Department at 708-358-5650.

**An EEO-1 Report may be submitted in lieu of this report**

Consultant Name Gary Palmer  
 Total Employees 33

Job Categories	Total Employees	Total Males	Total Females	Males				Females				Total Minorities
				Black	Hispanic	American Indian & Alaskan Native	Asian & Pacific Islander	Black	Hispanic	American Indian & Alaskan Native	Asian & Pacific Islander	
Officials & Managers	9	4	5		1						1	2
Professionals	19	3	16								1	
Technicians												
Sales Workers												
Office & Clerical	5		5								1	
Semi-Skilled												
Laborers												
Service Workers												
<b>TOTAL</b>	<b>33</b>	<b>7</b>	<b>26</b>								<b>3</b>	<b>4</b>
Management Trainees												
Apprentices												

This completed and notarized report must accompany your Proposal. It should be attached to your Affidavit of Compliance. Failure to include it with your Proposal will disqualify you from consideration.

GARY PALMER, being first duly sworn, deposes and says that he/she is the EMPLOYEE  
(Name of Person Making Affidavit) (Title or Officer)

of Kof Assoc. and that the above EEO Report information is true and accurate and is submitted with the intent that it

be relied upon. Subscribed and sworn to before me this 23 day of July, 2021.

[Signature] 07/23/2021  
(Signature) (Date)

Kelli E. Michie

