

# **OAK PARK, ILLINOIS**

## **VILLAGE MANAGER**

### **Recruitment Proposal**

**July 21, 2021**



630 Dundee Road

Suite 225

Northbrook, IL 60062

Primary Contact Person: Laurie Pederson

Director of Administrative Services

847-380-3240

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

*A note about COVID-19 -- We are carefully monitoring recommendations from the federal, state and local governments and working with clients as they begin to reopen. Before COVID we made extensive use of technology for video interviews with candidates and meetings with clients. We have utilized these during COVID and can combine technology with appropriate in person meetings to assist clients in cost effective recruiting.*

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July 21, 2021

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

Dear Ms. Tchang:

Thank you for the opportunity to provide you with a proposal for the Village Manager recruitment and selection process for the Village of Oak Park. GovHR USA (“GovHR”) prides itself on a tailored, personal approach to executive recruitment and selection, able to adapt to your specific requirements for the position.

GovHR is a public management consulting firm serving municipal clients and other public-sector entities on a national basis. Our headquarters offices are in Northbrook, Illinois. We are a certified Female Business Enterprise and work exclusively in the public sector. We have 11 full time and 8 part time employees and 31 project consultants. GovHR offers customized executive recruitment services and completes other management studies and consulting projects for communities.

GovHR Senior Vice President Dele Lowman Smith and Vice President Katy Rush will be responsible for your recruitment and selection process, and they will be assisted by GovHR CEO Joellen Cademartori. Their biographies and contact information is included with this proposal.

We believe we have provided you with a comprehensive proposal; however, if you would like a service that you do not see, please let us know. Please contact Laurie Pederson, Director of Administrative Services, 847-380-3240, if you have questions regarding our proposal or need additional information. We look forward to hearing from you and hope to have the opportunity to work with you on this important recruitment.

Sincerely,



Judith Schmittgens  
Corporate Secretary and Compliance Manager

## Description of Service Provider

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GovHR is a public management consulting firm serving local government clients and other public-sector entities across the country. The firm was originally formed as Voorhees Associates in 2009, and changed its name to GovHR USA in 2013. Our headquarters are in Northbrook, Illinois. We are a certified Female Business Enterprise in the State of Illinois and work exclusively in the public and non-profit sectors. GovHR offers customized executive recruitment services, management studies and consulting projects for local government and organizations who work with local government.

GovHR is led by Heidi Voorhees, President, and Joellen Cademartori, Chief Executive Officer. Ms. Voorhees has conducted more than 350 recruitments in her management consulting career, with many of her clients repeat clients, attesting to the high quality of work performed for them. In addition to her 17 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. 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.

GovHR has a total of thirty-one consultants, both generalists and specialists (public safety, public works, finance, parks, etc.), who are based in Arizona, Florida, Illinois, Indiana, Massachusetts, Michigan, Minnesota and Wisconsin, as well as five reference specialists and eight support staff.

Our consultants are experienced executive recruiters who have conducted over 800 recruitments, working with cities, counties, special districts and other governmental entities of all sizes throughout the country. In addition, we have held leadership positions within local government, giving us an understanding of the complexities and challenges facing today's public sector leaders.

Please note the following key qualifications of our firm:

- Since our establishment in 2009, our consultants have conducted hundreds of recruitments in 41 states, with an increase in business of at least 30% each year. Twenty-eight (28%) of our clients are repeat clients, the best indicator of satisfaction with our services.
- Surveys of our clients show that 94% rate their overall experience with our firm as *Outstanding and* indicate that they plan to use our services or highly recommend us in the future.
- Our state-of-the-art processes, including extensive use of social media for candidate outreach and video interviews with potential finalist candidates, ensure a successful recruitment for your organization.
- Our high quality, thorough Recruitment Brochure reflects the knowledge we will have about your community and your organization and will provide important information to potential candidates.

## Our Team

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GovHR Senior Vice President Dele Lowman Smith and Vice President Katy Rush will be responsible for your recruitment and selection process, and they will be assisted by GovHR CEO Joellen Cademartori. Biographies for the consultant team are attached to this proposal, and their contact information is:

Dele Lowman Smith  
Senior Vice President, GovHR USA  
Stonecrest, Georgia  
Telephone: (404) 516-6025  
[DLowman@GovHRusa.com](mailto:DLowman@GovHRusa.com)

Kathleen Rush  
Vice President, GovHR USA LLC  
Darien, Illinois  
Telephone: 224-282-8312  
[KRush@GovHRusa.com](mailto:KRush@GovHRusa.com)

Prior to joining GovHR in 2020, Ms. Lowman Smith worked as the Assistant City Manager in Fayetteville, North Carolina, and before that as the Assistant County Manager for Fulton County, Georgia. She is currently working on recruitments for the City Manager of Albany, Georgia; the Police Chief for Decatur, Georgia; and the Assistant City Manager of Gainesville, Florida. She recently conducted the recruitment for the Hampton, Virginia Police Chief and assisted with recruitments for the Director of the Department of Sustainability in Gainesville and the City Manager of Evanston, Illinois.

Ms. Rush served as the Village Administrator of Woodridge, Illinois from 2009 - 2017 and as the Village Manager of Riverside from 1990 – 2009. She has worked on several executive recruitments since retiring from Woodridge and joining GovHR in 2017, including most recently the Village Managers of Orland Park and Barrington, Illinois. She is currently working on recruitments for the Housing Manager for Fort Collins, Colorado, the Executive Director for the Aspen Pitkin Housing Authority, and the Village Manager of Niles, Illinois. She recently completed the Chief of Police recruitment for West Chicago, Illinois.

The consultant team will be assisted by a home office Recruitment Coordinator and a Reference Specialist.

### Proposal Inquiries:

Laurie Pederson  
Administrative Services Director  
847-380-3198  
[LPederson@GovHRusa.com](mailto:LPederson@GovHRusa.com)

## Scope of Services

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. GovHR 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 the recruitment.

## Phase I: Position Assessment, Position Announcement & Brochure

One-on-one or group interviews will be conducted with stakeholders identified by the Village to develop the Recruitment Brochure. We have a variety of other options for gathering input:

- Dedicated email and surveys to obtain feedback from stakeholder groups
- Public Forums conducted by our consultants

A combination of the above items can be used to fully understand community and organizational needs and expectations for the position.

Development of a **Position Announcement** to be placed on websites and social media

Development of a thorough **Recruitment Brochure** for Village 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 appointment of the finalist candidate.

Community Engagement: We suggest the following three-pronged approach to Oak Park's community engagement process:

1. Community wide survey developed in partnership with the elected officials, on the Village's website and distributed by the Village with results coming back to GovHR. (We've done this in Evanston, Virginia Beach, Prince William County and many other places.) We can also have the survey translated into other languages.
2. Seven stakeholder meetings – these can be modified by the elected officials; participants decided by the elected officials. Suggestions:
  - Oak Park business community
  - Oak Park arts community
  - Oak Park non profit organizations
  - Oak Park advocacy organizations
  - Oak Park units of local government – schools, park district, library
  - Two meetings open to anyone
3. Dedicated email for anyone who wants to send GovHR their comments on what they would like to see in the next Village Manager (OakParkVillageManager@Govhrusa.com)

There are additional fees associated with this extensive community engagement process, and these fees are noted separately on the Cost Proposal Form.

## Phase II: Advertising, Candidate Recruitment & Outreach

We make extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. In addition, our website is well known in the local government industry – we typically have 6,000 visits to our website each month. Finally, we develop a database customized to your recruitment and can do an email blast to thousands of potential candidates.

Phase II will include the following:

- GovHR consultants will personally identify and contact potential candidates.
- Develop a database of potential candidates from across the country unique to the position and to the Village, focusing on:
  - Leadership and management skills
  - Size of organization
  - Experience in addressing challenges and opportunities also outlined in Phase I
- The database will range from several hundred to thousands of names and an email blast will be sent to each potential candidate.
- Placement of the Position Announcement in appropriate professional online publications:
  - Public sector publications & websites
  - Social media
    - LinkedIn (over 15,000 connections)
    - Facebook
    - Twitter
    - Instagram
- GovHR will provide you with a list of advertising options for approval

## Phase III: Candidate Evaluation & Screening

Phase III will include the following steps:

- Review and evaluation of candidates' credentials considering the criteria outlined in the Recruitment Brochure
- Candidates will be narrowed down to those candidates 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 (at least 2 references per candidate will be contacted at this time)
  - Internet/Social Media search conducted on each finalist candidate

All résumés will be acknowledged and inquiries from candidates will be personally handled by GovHR, ensuring that the Village's process is professional and well regarded by all who participate.

## Phase IV: Presentation of Recommended Candidates

Phase IV will include the following steps:

- GovHR will prepare a Recruitment Report presenting the credentials of those candidates

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

GovHR will spend approximately 2 hours with the Village Board reviewing the recruitment report and providing additional information on the candidates.

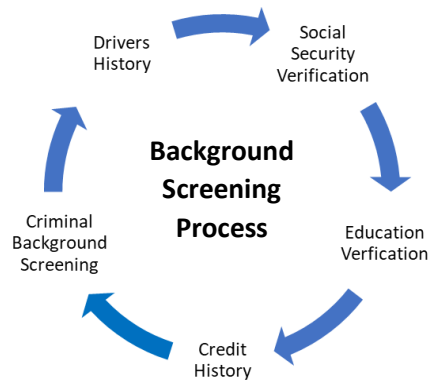
### Phase V: Interviewing Process & Background Screening

Phase V will include the following steps:

GovHR will:

- Develop the first and second round interview questions for your review and comment
- Coordinate candidate travel and accommodations
- Provide you 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:



\*Per state and federal regulations

GovHR will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations.

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

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

- Tour of Village facilities
- Interviews with senior staff



## Phase VI: Appointment of Candidate

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

## Project Timeline



Weeks 1 & 2

Phase 1: Interviews & Brochure Development

Weeks 3 thru 6

Phase 2: Advertising, Candidate Recruitment & Outreach

Weeks 7 thru 9

Phase 3: Candidate Evaluation & Background Screening

Week 10

Phase 4: Presentation of Recommended Candidates

Week 11 & 12

Phase 5: Interview Process & Additional Background Screening

## Client List

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GovHR has conducted more than 200 top Manager recruitments (Village Manager, City Manager, etc.) since the firm's inception. A list of these recruitments for the past 5 years is included with this proposal.

## References

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

### **Evanston, IL**

**(City Manager, 2020) - Heidi Voorhees & Dele Smith**

**(Chief of Police, 2018) - Joseph De Lopez & Lee McCann**

**(Director of Parks, Recreation & Community Service, 2015) - Terry Porter & Chuck Balling**

Jennifer Lin, Human Resources Manager

847-866-2935

[jlin@cityofevanston.org](mailto:jlين@cityofevanston.org)

Steve Haggerty, former Mayor of Evanston

[Steve.Haggerty@hagertyconsulting.com](mailto:Steve.Haggerty@hagertyconsulting.com)

### **Hampton, VA**

**(Chief of Police, 2021) - Dele Smith & Paul Harlow**

Nicole Clark, Human Resources Director

757-727-6522

[nmclark@hampton.gov](mailto:nmclark@hampton.gov)

### **Gainesville, FL**

**(Assistant City Manager, In Progress) - Dele Smith & Carmen Davis**

**(Director, Department of Sustainability, 2021) - Dele Smith & Carmen Davis**

Lee Feldman, City Manager

Zanorfa Lynch, Assistant to the City Manager

352-334-5000

[feldmanlr@cityofgainesville.org](mailto:feldmanlr@cityofgainesville.org)

[lynchzb@cityofgainesville.org](mailto:lynchzb@cityofgainesville.org)

### **Portsmouth, VA (City Manager, 2020) – Dele Smith & Heidi Voorhees**

Debra White, City Clerk

757-393-8639

[whited@portsmouthva.gov](mailto:whited@portsmouthva.gov)

### **Mundelein, IL (Village Administrator, 2020) - Kathleen Rush**

Steve Lentz, Mayor

847-949-3209

[Slentz@mundelein.org](mailto:Slentz@mundelein.org)

**A complete list of clients is available on our website at [www.govhrusa.com](http://www.govhrusa.com). We would be happy to provide you with additional contact information for any of these clients upon request.**

## Guarantee

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GovHR 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 make a selection from the initial group of recommended candidates and requests additional candidates be developed for interview consideration. If additional advertising beyond the Phase I advertising is requested, client will be billed for actual advertising charges. Reimbursable expenses may be incurred should the recruitment process require consultant travel to Oak Park.

Upon appointment of a candidate, GovHR provides the following guarantee: should the selected and appointed candidate, at the request of the Village or the employee's own determination, leave the employ of the Village 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 six months of the employee's departure.

## Why Choose GovHR?

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GovHR 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 leadership position. Understanding the organizational culture is critical to a successful recruitment. We gain this insight and information through meetings (one on one and 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.

Our firm was founded on and rooted in a desire to increase the diversity of local government leaders. We regularly engage with and financially support the National Forum for Black Public Administrators, the Local Government Hispanic Network, the League of Women in Government and the Emerging Local Government Leaders. Involvement with these organizations assists us in developing a highly qualified, diverse candidate pool for each executive recruitment. We also heavily utilize social media including LinkedIn, Facebook, Twitter and Instagram to push out employment opportunities and connect with candidates who may not be seeking a position but who would find your opportunity appealing. We pay for databases that have the email addresses for all local government leaders in public safety, public works, public finance, planning and economic development as well as in general administration. This allows us to ensure that we are contacting all candidates who might be interested in your position. In addition, our consultants are located across the country providing us with personal contacts for potential candidates. We do not hesitate to call potential candidates who we believe are a fit for your position.

We utilize the information we have gained to evaluate candidates and we conduct a video screening interview to further understand each qualified candidate's background and experience. We also conduct reference calls and media searches to ensure there are no surprises with respect to a candidate's background. This information is shared with the client along with our objective assessment of each candidate. We will provide you with a matrix of all of the candidates, noting the relevant experience and background of those we recommend you consider for interview.



We are your partner throughout the process, present for the interviews and assisting in the compensation discussions. We guarantee our placements for one year, should the successful candidate leave for any reason. We believe our thorough and transparent process is unparalleled in our field and we hope to have the opportunity to work with you.

## Optional Services

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### GovTemps USA

Need an Interim? GovTempsUSA, a subsidiary of GovHR USA, 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. Cost \$100 per candidate.

### Leadership/Personality Testing

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

### 360° Evaluation

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



# DELE LOWMAN SMITH



Dele Lowman Smith is a past local government executive and professional facilitator, consultant, trainer, and coach who uses her 20+ years of experience to lead individuals, teams, and organizations to higher levels of performance.

Dele's public sector management experience spans nonprofit, state, and local government where she has overseen strategic planning, human resources, communications, information technology, finance, legislative affairs, and various other functional areas. She cut her teeth in organizational improvement at the Florida Sterling Council, a public-private partnership with the Executive Office of the Governor. This experience connected Ms. Lowman Smith with some of the most innovative and lauded companies and organizations in Florida and informed her local government service.

Prior to beginning her consulting career, Ms. Lowman Smith was appointed Assistant City Manager for the City of Fayetteville, North Carolina, where she supervised the Finance, Human Resources, Information Technology, and Communication departments, along with the City Clerk, strategic planning, and legislative affairs functions. Previously, she served as Assistant County Manager for Fulton County in Atlanta, Georgia, a county with a population of nearly one million and close to 6,000 employees. There she oversaw the HR and IT departments and supervised the communications, Fulton Government Television (FGTV), training, and performance management divisions. During that time, she led the creation and implementation of the first countywide strategic plan. Ms. Lowman Smith also served multiple chief executives in Broward County, Florida.

## PROFESSIONAL EDUCATION

- Master of Public Administration, Baruch College (Pi Alpha Alpha Honors Society)
- Senior Executive Institute, University of Virginia, Darden School of Business
- High Performance Organization (HPO) Diagnostic/Change Model
- Understanding the Sterling/Baldrige Criteria
- Evaluating Internal Controls (GFOA)
- Vital Smarts Influencer Training
- Advanced Facilitation Skills
- Process Improvement

## PROFESSIONAL DEVELOPMENT AND SPEAKING ENGAGEMENTS

- "Make Yourself Indispensable at Work" (AHVRP conference)
- "Make a Great Impression in 60 Seconds (Or Less!)" (NAAAHR conference)
- "Courageous Leadership on the Frontlines" (ICMA conference)
- "Give Yourself a Promotion & Accelerate Your Career" (NAAAHR-Atlanta)
- "The Importance of Community" (National Urban Fellows annual conference)

## MEMBERSHIPS AND AFFILIATIONS

- DeKalb County Board of Registration & Elections, Board Member
- Buckhead Business Association, Past Board Member
- Urban League of Broward County Young Professionals, Past Board Member
- National Urban Fellows, Graduate
- Leadership ICMA, Graduate
- America's Leaders of Change, Graduate
- Atlanta Regional Commission (ARC) Regional Leadership Institute, Graduate
- Leadership Broward XXV, Graduate

## PROFESSIONAL BACKGROUND

- DeKalb County Board of Registration & Elections, Board Member, 2019 - Present
- City of Fayetteville, North Carolina, Assistant City Manager, 4/2013 - 9/2013
- Fulton County, Georgia, Assistant County Manager/Assistant to County Manager, 2008 - 2013





# KATHLEEN F. RUSH



Kathleen F. Rush has over 30 years experience as a local government management professional including Woodridge and Riverside, Illinois. She is known for her extensive professional network.

From 2009 until 2017, Ms. Rush served as the Village Administrator in Woodridge, a progressive, vibrant, diverse community in south central DuPage County. During her tenure in Woodridge, Ms. Rush was responsible for an approximate \$44.5 million budget and 126 full-time employees. During her tenure in Woodridge award-winning intergovernmental cooperation and regional service, arrangements were initiated. She participated extensively at a leadership level in regional and County-wide agencies ensuring the implications of decisions were considered during decision making. Advancement of internal support systems were championed.

Ms. Rush served as the Village Manager In Riverside, Illinois (a national historic landmark) from 1998 to 2009. Riverside is a unique, small town with a high demand for resident service and attention to historic preservation. Designed by Frederick Law Olmsted, designer of Central Park, NY, the Village of Riverside presented a unique set of challenges and projects. The community is known for its significant amount of open space, distinctive zoning and curvilinear streets. The community retains its historic character that essentially has been unchanged since 1879. The community is part of the National Park Service inventory of designated landmarks. Significant financial challenges offered an opportunity for innovated financial solutions. Capital project financing, operational reductions and increased service demands were a focus. Significant water, street, sewer, forestry projects were completed. Significant grant funding and partnership with the National Park Service assisted in the financial undertakings. The Village of Riverside provided parks/recreation and fire services in addition to the primary Village operations.

Prior to serving in the Manager's role in Riverside, Ms. Rush did serve as the Assistant Village Administrator in Woodridge where she was responsible for human resources, information technology, purchasing, agenda management, community relations, special events and Village Board support. She served as the acting Director of Public Works and served as the project manager during the construction of a new Village Hall.

## PROFESSIONAL EDUCATION

- Graduate Degree in Public Administration, Northern Illinois University
- Bachelor of Science in Political Science, Northern Illinois University

## PROFESSIONAL DEVELOPMENT AND SPEAKING ENGAGEMENTS

- ILCMA, panelist at various conferences
- IAMMA, panelist at various conferences
- The Legacy Project, Panelist 2017 Annual Conference and luncheon speaker

## MEMBERSHIPS AND AFFILIATIONS

- DuPage Credit Union, Former Board member and Secretary
- DuPage Federation on Human Services Reform, Board of Directors - Vice Chairperson
- Northern Illinois University division of Public Administration, Board of Advisor's - Former President

- Illinois City/County Manager's Association, Former President
- Illinois Municipal Management Assistants Association, Former President
- Intergovernmental Risk Management Agency, Former Chairperson
- DuPage Mayors and Managers Association, Executive Board and Transportation Committee - Former Chairperson

## PROFESSIONAL BACKGROUND

*Over 30 years' experience as a local government management professional*

- Village Administrator, Village of Woodridge, IL 2009 – 2017
- Village Manager, Village of Riverside, IL 1998 – 2009
- Assistant Village Administrator, Woodridge, IL 1985 – 1998





# Joellen Cademartori



Joellen Cademartori is the chief executive officer and co-owner of GovHR USA and has nearly 30 years of cumulative experience working in the public sector as a municipal leader, and in human resources and management consulting. Joellen’s exceptional communication style has enabled her to develop and maintain strong relationships with her peers, elected and appointed officials, and related local government partners.

The public sector human resources and management projects Joellen has worked on have earned her respect in local governments across the country. Due to her commitment and dedication to local government, she is known an industry leader in executive recruiting, interim staffing, in addition to human resources and management consulting work.

Throughout her career, Joellen has been privileged to serve on numerous local, state and national committees. A personal and professional highlight for her was being on the International City/County Management Association (ICMA) Executive Board as a representative from the Northeast Region. Joellen regularly speaks in front of groups, and writes about a variety of local government topics, which include organizational analysis, generational diversity, succession planning, performance management, resume development and interviewing skills and techniques. She is dedicated to developing the next generation of managers and remains passionate about excellence in local government.

## PROFESSIONAL EDUCATION

- Master of Public Administration, Northeastern University, Boston, MA
- Bachelor of Economics, Worcester State College, MA
- Senior Executive institute, Leading, Education & Developing (LEAD) Program, University of Virginia, Weldon Cooper Center for Public Service

## PROFESSIONAL DEVELOPMENT AND SPEAKING ENGAGEMENTS

- Executive Recruiter Panel – Investing in the Next Generation of Leaders, NFBPA – Emerge 2020
- Re-Evaluating Your Employee Evaluation, MMA 2020
- Succession Planning for the Public Sector Webinar, NPELRA 2020
- What Does it Take – Landing Leadership Positions, ICMA 2019
- Achieving Your Leadership Potential Thinking Strategically About the Next Steps in Your Career, NFBPA 2019
- Succession Planning tips to Achieve Unity Through Diversity, MMA 2019
- Putting Your Best Foot Forward – Interview Skills for Women, including Posture, Presence and Bias, WCMA Women’s Leadership Seminar 2018
- Tips for a Successful Recruitment Process – MMA 2018
- Hire Hard, Manage Easy – Tips for Getting the Best Employees, IPELRA 2018
- Achieving Your Leadership Potential: Thinking Strategically About the Next Steps in Your Career, LGHN 2018

## MEMBERSHIPS AND AFFILIATIONS

- International City and County Management Association (ICMA), Member
- ICMA – Task Force on Deputy/Assistant Managers 2017-2018, Current Member
- Illinois City and County Management Association (ILCMA), Current Member
- ICMA - Task Force on Women in the Profession 2012 – 2014, Member
- ICMA - Conference Planning Committee 2010 – 2011, Chair

## PROFESSIONAL BACKGROUND

### *24 Years of Local Government Leadership and Management*

- Evanston, IL
  - Director of Administrative Services 2009-2011
  - Director of Human Resources 2007-2009
- Catawba County, NC
  - Assistant County Manager 2004-2007
- Barnstable, MA
  - Assistant Town Manager 2000-2003
- Yarmouth, MA
  - Assistant Town Administrator 1993-2000
- Northborough, MA
  - Assistant Town Administrator 1992-1993
  - Acting Town Administrator 1991
  - Administrative Asst. to the Town Admin 1988-1990
- Holden, MA
  - Intern 1987

[Click here to view full biography at GovHRusa.com](http://GovHRusa.com)







City & County Management Recruitments 2015 to Present

TYPE	STATE	CLIENT	POSITION	POPULATION	YEAR	
City Management	Alaska	Unalaska	City Manager	4,768	2017	
		Seward	City Manager	2,693	2019	
		Bethel	City Manager	6,500	2019	
		Homer	City Manager (Professional Outreach)	5,300	2019	
	Colorado	Eagle	Town Manager	6,739	2017	
		Englewood	City Manager	34,957	2019	
	Connecticut	Cheshire	Town Manager	29,261	2017	
		Enfield	Town Manager	45,246	2015	
					2018	
					2020	
			Meriden	City Manager	60,838	2018
			East Hampton	Town Manager	13,000	2019
	Delaware		Newark	City Manager	33,398	2018
	Florida	Largo	Assistant City Manager	82,244	2018	
		Gainesville	Assistant City Manager	133,997	2021	
		Lakeland	City Manager	110,000	2020	
			Palm Beach	Assistant City Manager	85,933	2021
	Georgia	Decatur	Assistant City Manager	25,000	2018	
				City Manager	25,000	2018
	Illinois	Bensenville	Village Manager	20,703	2015	
		Bloomington	City Manager	78,005	2018	
		Crest Hill	City Administrator	20,837	2015	
		Decatur	City Manager	76,178	2018	
				Deputy City Manager	76,178	2019
			DeKalb	City Manager	43,849	2018
			Dixon	City Manager	18,601	2015
			East Moline	City Administrator	21,300	2016
			East Peoria	City Administrator	23,503	2016
			Effingham	City Administrator	12,577	2018
			Fox Lake	Village Administrator	10,550	2021
			Freeport	City Manager	25,000	2017
			Glencoe	Assistant Village Manager	8,723	2015
			Homewood	Assistant Village Manager (Virtual)	19,464	2017
			Joliet	City Manager	147,500	2017
			La Grange	Assistant Village Manager (Virtual)	15,732	2017
			La Grange	Village Manager	15,732	2017
			La Grange Park	Assistant Village Manager	13,579	2020
			Lake Bluff	Assistant to the Village Manager	5,700	2016
			Lake Forest	City Manager	19,375	2018
			Lake Zurich	Village Manager	19,631	2015
			Libertyville	Village Manager	20,431	2016
			Assistant Village Manager/Community Development Director			
	Lincolnshire	Development Director	7,500	2016		
	Lindenhurst	Village Administrator	14,468	2017		
	Mokena	Village Administrator	19,042	2015		
	Moline	City Administrator	43,100	2017		
	Mt. Prospect	Village Manager	54,771	2015		
	Niles	Village Manager	30,001	2021		

**City & County Management Recruitments 2015 to Present**

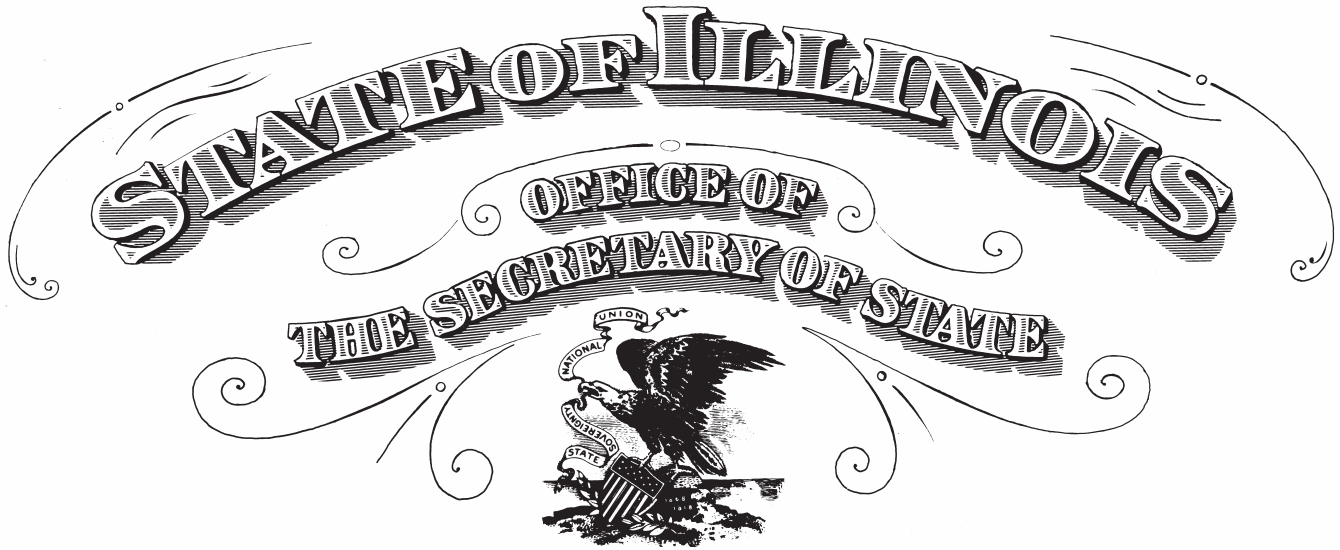
<b>TYPE</b>	<b>STATE</b>	<b>CLIENT</b>	<b>POSITION</b>	<b>POPULATION</b>	<b>YEAR</b>
City	Illinois	Normal	City Manager	54,264	2017
		Northbrook	Village Manager	35,000	2021
			Assistant Village Manager/Human Resources		
		Oak Park	Director	52,000	2019
		Orland Park	Village Manager	60,000	2016
					2019
		Pekin	City Manager	33,223	2016
		Schiller Park	Village Manager	11,870	2015
		Shorewood	Village Administrator	17,495	2018
		Vernon Hills	Village Manager	25,911	2021
		Villa Park	Assistant Village Manager (Virtual)	22,038	2021
		Washington	City Administrator	15,700	2015
		Wauconda	Village Administrator	13,758	2017
		Winnetka	Assistant Village Manager	12,422	2019
		Woodridge	Village Administrator	32,971	2017
		Barrington	Village Manager	10,455	2018
		Willowbrook	Village Administrator	8,967	2019
		Geneseo	City Administrator (Virtual)	6,500	2019
		Princeton	City Manager	7,700	2019
		Mundelein	Village Administrator	31,385	2020
	Centralia	City Manager	13,000	2020	
	Savoy	Village Administrator (Virtual)	8,607	2020	
	Pingree Grove	Village Manager	10,000	2020	
	Palos Heights	City Administrator (Virtual)	12,480	2021	
	Indiana	St. John	Town Manager (Professional Outreach)	18,047	2020
	Iowa	Bondurant	City Administrator	5,493	2017
		Newton	City Administrator	15,000	2016
		Webster City	City Manager	8,000	2016
		Windsor Heights	City Administrator	4,860	2019
		Muscatine	City Administrator	23,819	2020
	Maryland	Greenbelt	City Manager	23,753	2016
		Hagerstown	City Administrator	40,612	2015
		Sykesville	Town Manager	3,941	2019
		Westminster	City Administrator	18,522	2021
	Massachusetts	Cambridge	City Manager	110,000	2016
		Eastham	Town Administrator	4,956	2016
		Provincetown	Town Manager	2,990	2015
		Williamstown	Town Manager	8,400	2015
	Michigan	Hamtramck	City Manager	21,752	2017
		Oakland Township	Township Manager	19,132	2018
		Rochester	City Manager	13,000	2015
		Eastpointe	City Manager	32,673	2019
Troy		Assistant City Manager	83,813	2019	
		City Manager	83,813	2018	
Albion		City Manager	8,337	2018	
Adrian		City Administrator	20,676	2018	
Ferndale		City Manager	20,428	2019	
Lincoln Park		City Manager	36,665	2019	
Royal Oak		City Manager	59,112	2019	
Charlotte		City Manager	9,100	2020	
Minnesota	Woodbury	Assistant City Administrator	68,820	2017	
	Waconia	City Administrator	13,500	2021	
	St. Louis Park	City Manager	48,662	2021	
Missouri	Ferguson	City Manager	21,111	2015	

**City & County Management Recruitments 2015 to Present**

<b>TYPE</b>	<b>STATE</b>	<b>CLIENT</b>	<b>POSITION</b>	<b>POPULATION</b>	<b>YEAR</b>	
<b>City</b>	<b>Missouri</b>	Maryland Heights	City Administrator	27,436	2015	
		Republic	City Administrator	15,590	2016	
		University City	Assistant City Manager	35,172	2020	
			City Manager	35,172	2017	
				Assistant to the City Manager/Communications Director	35,172	2018
				Assistant to the City Manager/Director of Human Resources	35,172	2020
			Wildwood	City Manager	35,524	2019
			South Lyon	City Manager	11,327	2018
			Cape Girardeau	City Manager	38,000	2020
			Ballwin	City Administrator	30,181	2020
		Webster Groves	City Manager	22,800	2020	
	<b>Nevada</b>	Boulder City	City Manager	16,207	2021	
	<b>New Hampshire</b>	Portsmouth	City Manager	21,796	2019	
	<b>New Jersey</b>	Waldwick	Borough Administrator	9,800	2015	
	<b>New York</b>	Mamaroneck	Town Administrator	29,156	2021	
			Village Manager	19,426	2018	
		Long Beach	Deputy City Manager (Virtual)	33,275	2021	
	<b>North Carolina</b>	Fayetteville	Assistant City Manager	210,000	2017	
					2018	
	<b>North Dakota</b>	Minot	City Manager	45,700	2020	
	<b>Ohio</b>	Oberlin	City Manager	8,390	2016	
	<b>Pennsylvania</b>	Ferguson Township	Township Manager	18,300	2017	
		Mt. Lebanon	Municipal Manager	33,137	2015	
		South Fayette Township	Township Manager	14,416	2018	
	<b>Rhode Island</b>	North Kingston	Town Manager	26,326	2015	
	<b>Texas</b>	Burleson	City Manager	43,960	2018	
		Garland	Assistant City Manager	233,206	2016	
		Missouri City	Assistant City Manager	74,139	2019	
		McKinney	Assistant City Manager	191,645	2019	
	<b>Virginia</b>	Chesapeake	City Manager	245,000	2019	
		Portsmouth	City Manager	96,000	2020	
		Salem	City Manager	25,643	2019	
		Virginia Beach	City Manager	442,707	2019	
	<b>West Virginia</b>	Morgantown	City Manager	31,000	2016	
		Bridgeport	City Manager	8,582	2019	
	<b>Wisconsin</b>	Baraboo	City Administrator	12,048	2019	
		Bayside	Assistant Village Manager	4,400	2019	
		Bellevue	Village Administrator	15,524	2018	
		Beloit	City Manager	36,966	2015	
		Cedarburg	Town Administrator	11,475	2015	
		Franklin	Director of Administration	36,155	2019	
		Glendale	City Administrator	12,920	2016	
Hartford		City Administrator	14,251	2015		
Hobart		Village Administrator	8,500	2016		
Lake Geneva		City Administrator	7,710	2015		
Oak Creek		City Administrator	35,243	2016		
Plymouth		City Administrator/Utilities Manager	8,540	2020		
Prairie du Chien		City Administrator	5,900	2017		
Racine		City Administrator	78,200	2016		
Rome		Town Administrator	2,720	2016		
Shorewood		Village Manager	13,331	2017		

**City & County Management Recruitments 2015 to Present**

<b>TYPE</b>	<b>STATE</b>	<b>CLIENT</b>	<b>POSITION</b>	<b>POPULATION</b>	<b>YEAR</b>
<b>City</b>	<b>Wisconsin</b>	West Bend	<b>City Administrator</b>	31,000	<b>2016</b>
		Beloit (Town)	<b>Town Administrator</b>	7,083	<b>2016</b>
		Rhinelanders	<b>City Administrator</b>	7,800	<b>2018</b>
		Monroe	<b>City Administrator</b>	10,827	<b>2020</b>
		Harrison	<b>Village Manager</b>	13,185	<b>2021</b>
<b>County Management</b>	<b>Arizona</b>	Yuma County	<b>County Administrator</b>	203,000	<b>2015</b>
	<b>Florida</b>	Marion County	<b>County Administrator</b>	337,362	<b>2015</b>
		Pasco County	<b>County Administrator</b>	475,502	<b>2016</b>
		Pinellas County	<b>Assistant County Administrator</b>	970,600	<b>2020</b>
	<b>Illinois</b>	Lake County	<b>Deputy County Administrator/Chief of Staff</b>	970,600	<b>2019</b>
			<b>Assistant County Administrator</b>	703,462	<b>2016</b>
			<b>County Administrator</b>	703,462	<b>2017</b>
			<b>County Administrator</b>	147,258	<b>2017</b>
		Rock Island County	<b>County Administrator</b>	147,258	<b>2017</b>
		Winnebago County	<b>County Administrator</b>	290,600	<b>2016</b>
	<b>Michigan</b>	Grand Traverse County	<b>County Administrator</b>	90,782	<b>2017</b>
		Kent County	<b>County Administrator/Comptroller</b>	636,369	<b>2017</b>
		Lake County	<b>County Executive</b>	11,386	<b>2015</b>
	<b>South Carolina</b>	Beaufort County	<b>County Administrator</b>	192,122	<b>2018</b>
	<b>Wisconsin</b>	Dunn County	<b>County Manager</b>	44,122	<b>2016</b>
		Eau Claire County	<b>County Administrator</b>	101,400	<b>2015</b>
		Adams County	<b>County Manager/Administrative Coordinator</b>	20,220	<b>2021</b>

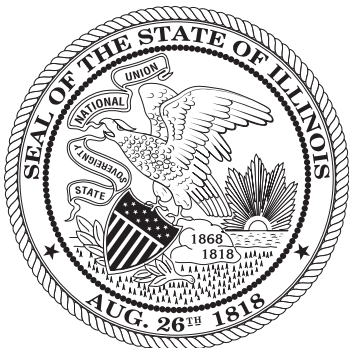


**To all to whom these Presents Shall Come, Greeting:**

*I, Jesse White, Secretary of State of the State of Illinois, do hereby certify that I am the keeper of the records of the Department of Business Services. I certify that*

GOVHR USA, LLC, HAVING ORGANIZED IN THE STATE OF ILLINOIS ON JULY 10, 2009, APPEARS TO HAVE COMPLIED WITH ALL PROVISIONS OF THE LIMITED LIABILITY COMPANY ACT OF THIS STATE, AND AS OF THIS DATE IS IN GOOD STANDING AS A DOMESTIC LIMITED LIABILITY COMPANY IN THE STATE OF ILLINOIS.

***In Testimony Whereof, I hereto set my hand and cause to be affixed the Great Seal of the State of Illinois, this 4TH day of MAY A.D. 2021 .***



*Jesse White*

SECRETARY OF STATE



February 18, 2021

Heidi Voorhees  
GovHRUSA, LLC DBA Voorhees Associates, LLC  
630 Dundee Road, Suite 130  
Northbrook, IL 60062

Dear Business Owner:

Re: **NCA Certification Approval** Women Business Enterprise (WBE)  
Certification Term Expires: March 3, 2022

Congratulations! After reviewing the No-Change Affidavit (NCA) information you supplied, we are pleased to inform you that your firm has been granted continued certification under the Business Enterprise Program (BEP) for Minorities, Females and Persons with Disabilities.

This certification is in effect with the State of Illinois until the date specified above as long as you continue to submit annual No - Change Affidavits and are found to still meet the requirements of the Program.

Your firm's name will appear in the State's Directory as a certified vendor with the BEP in the specialty area(s) of:

- NIGP 91838: EDUCATION AND TRAINING CONSULTING**
- NIGP 91875: MANAGEMENT CONSULTING**
- NIGP 92400: EDUCATIONAL AND TRAINING SERVICES**
- NIGP 95258: HUMAN RESOURCES DEVELOPMENT SERVICES**
- NIGP 96130: EMPLOYMENT AGENCY AND SEARCH FIRM SERVICE, INCLUDING BACKGROUND INVESTIGATIONS AND DRUG TESTING FOR EMPLOYMENT**

Also, please be advised that this certification does not guarantee that you will receive a State contract. Please visit the Vendor Registration page on [www.opportunities.illinois.gov](http://www.opportunities.illinois.gov) and be sure to register with each of the Procurement Bulletins listed so that you are notified of upcoming solicitations in your NIGP codes. Certification with the Business Enterprise Program does not ensure you receive notifications; you must also register with the Procurement Bulletins.

Thank you for your participation in the BEP. We welcome your participation and wish you continued success.

Sincerely,

Carlos Gutiérrez  
Certification Manager  
Business Enterprise Program



## Attachment II. Compliance Affidavit

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

1. I am the (title) Corporate Secretary and Compliance Manager of the Proposing Firm ("Firm") and am authorized to make the statements contained in this affidavit on behalf of the Firm.
2. 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.
3. 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.
4. I authorize the Village of Oak Park to verify the Firm's business references and credit at its option.
5. 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".
6. 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.
7. 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.
8. All statements made in this Affidavit are true and correct.

Signature: *Judith T. Schmittgens*

Printed Name: Judith Schmittgens

Name of Business: GovHR USA

Your Title: Corporate Secretary

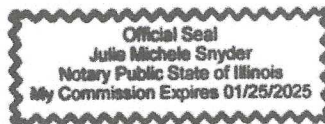
Business Address: 630 Dundee Road

(Unit Number, Suite #) 225 (City, State & Zip): Northbrook IL 60062

Telephone: 847-380-3240 Fax: 866-803-1500 Web Address: www.govhrusa.com

Subscribed to and sworn before me this 21st day of July, 2021.

*Julie Michele Snyder*  
Notary Public



<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: GovHR USA

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?

14 Number of full-time employees

4 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: Judith Th. Schmitzer

Date: 7/21/21



## 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 \_\_\_\_\_  
 Total Employees \_\_\_\_\_

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	3	1	2									0
Professionals	8	2	7					1				1
Technicians												
Sales Workers												
Office & Clerical	7		7									0
Semi-Skilled Laborers												
Service Workers												
<b>TOTAL</b>	<b>18</b>	<b>2</b>	<b>16</b>									<b>1</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.

Judith Schmittgens, being first duly sworn, deposes and says that he/she is the Corporate Secretary  
(Name of Person Making Affidavit) (Title or Officer)

of GovHR USA 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 21st day of July, 2021.

 7/21/21  
( Signature ) ( Date )



**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

Executive Recruitment Services Professional Fee - \$18,000  
Background Screening Expenses - \$1,500  
Advertising Expenses - \$1,500  
Travel and Optional Community Outreach Plan/p. 6 of Proposal - extra/see attached.

Proposal Signature: *Judith Th. Schmittgens*

State of Illinois ), County of Cook )

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Judith Schmittgens, 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.

**GovHR USA**

Organization Name  
(Seal - If Corporation)

By: *Judith Th. Schmittgens* Dated: July 21, 2021

Authorized Signature  
630 Dundee Road, Suite 225  
Northbrook, IL 60062

Address

847-380-3240

Telephone

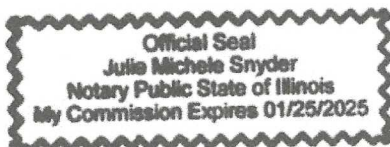
jschmittgens@govhrusa.com

E-mail

Subscribed to and sworn before me this 21st day of July, 2021.

*Julie Michele Snyder*

Notary Public





**VILLAGE OF OAK PARK, ILLINOIS  
EXECUTIVE RECRUITMENT SERVICES – VILLAGE MANAGER  
Cost Proposal – July 21, 2021**

Summary of Costs	Price
Recruitment Fee:	<b>\$18,000</b>
Recruitment Expenses: (not to exceed) Expenses include candidate due diligence efforts	<b>1,500</b>
Advertising: Advertising costs over \$2,500 will be placed only with client approval. If less than \$2,500, Client is billed only for actual cost.	<b>2,500</b>
Travel, if any is extra. Optional Community Outreach Plan outlined on p. 6 of the proposal is extra. See below.	
<b>Total:</b>	<b>\$22,000*</b>

\*We are carefully monitoring recommendations from the federal, state and local governments and working with clients on alternatives to in person meetings. We are fully operational and can work with you via video and by utilizing electronic files. If at the time of recruitment, COVID-19 restrictions are lifted and travel is possible, we are happy to attend meetings in person.

Consultant travel expenses are not included in the price proposal. If the consultant is requested to travel to the client, we estimate \$1,000 per trip (up to 3 trips) for travel. Only actual expenses will be billed to the client for reimbursement to GovHR.

Possible in-person meetings could include:

1. Recruitment brochure interview process
2. Presentation of recommended candidates
3. Interview Process

Any additional consultant visits requested by the City (beyond the three visits listed above) will be billed at \$125/hour; \$500 for a half day and \$950 for a full day. The additional visits may also result in an increase in the travel expenses and those expenses will be billed to the client.

This fee does not include travel and accommodations for candidates interviewed.

COMMUNITY ENGAGEMENT PLAN, P. 6 OF THE PROPOSAL

1. Community wide survey - \$1,500. Survey translated into other languages/\$250 for each additional language.
2. Stakeholder meetings - \$750 per meeting, which assumes prep time, one consultant attending the meeting and post meeting analysis of community comments. Total cost for 7 meetings: \$5,250
3. Dedicated email – included in recruitment fee.

Payment for Fees & Services

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Professional fees and expenses will be invoiced as follows:

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

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

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

Payment of invoices is due within thirty (30) days of receipt (unless the client advises that its normal payment procedures require 60 days.)