Executive Recruitment for City Manager Proposal
Request #RFP-14-008
City of Englewood, CO
April 11, 2014

affion PUBLIC

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affion PUBLIC | Delivering Leaders

We deliver leaders. Our executive recruiting specialists have national contacts within the public sector and professional organizations – allowing us to find a broad range of talent. We rigorously qualify and investigate each candidate. We won't just pull names out of a database. When we are finished, you will have candidates that meet or exceed your expectations.

affion PUBLIC

Corporate Office:
2120 Market Street, Suite 100
Camp Hill, Pennsylvania 17011

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501 Lakeshore Circle
Point Venture, TX 78645

www.affionpublic.com
888.321.4922 *toll free*
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04/11/2014

Susan Eaton, Director of Human Resources
City of Englewood, Purchasing Division
1000 Englewood Parkway
Englewood, CO 80110-2373

Dear Susan:

Thank you for the opportunity to submit our offer of executive search services for the City Manager position.

Affion Public is an executive search firm that specializes in identifying and placing exceptional executive level candidates within the Public Sector. We have built a successful practice on placing Public Sector Executives and have a reputation for developing excellent working relationships with the clients we serve.

Our partnership approach and high quality of work fosters the level of comfort our clients value. With our high touch style, we'll be able to provide you with the attention that you warrant and deserve for this very important search. Our search process and collaborative approach has enabled Affion Public to conduct multiple searches for the majority of the clients we serve.

We differentiate ourselves from our competition by seeking out passive, as well as, active candidates that will best meet the needs of our clients. By conducting searches in this manner we are able to provide a tailored pool of candidates rather than recycling the same candidates search after search. Our commitment to diversity and success at targeting minority candidates has also helped to set us apart from other firms.

Affion has recently started working in Colorado and has enjoyed working with the City of Boulder on several successful searches, as well as, the City and County of Denver.

On behalf of Affion Public, we will be thrilled to be your firm of choice! Please feel free to contact me directly at 717-576-9847 or via email at I look forward to speaking with you in the near future.

Best Regards,

Scott Reilly
CEO, Affion Public

Delivering Leaders.

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Affion Disclaimer
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Company Profile

Affion Public is deeply rooted in the public sector, providing technology consulting and human resources consulting and strategies for state and local government, education and non-profit organizations since 2000.

Affion Public brings extensive experience and expertise to every assignment by providing comprehensive human resource and technology consulting strategies. Whether it's finding the perfect candidate for a key position, providing classification and compensation or assembling a seasoned team of technology operations people to tackle a tough problem, Affion Public has the solution.

Our Executive Search Division specializes in identifying the nation's best and brightest executives, and delivering those individuals to our Public Sector Clients. Our Partners are typically state, county, city, and government organizations as well as non-profits. Recognized as a leader in public sector executive searches, Affion has attained "preferred" vendor status or an exclusive relationship with the majority of its client partners.

Affion's corporate headquarters is located at 2120 Market Street, Suite 100, Camp Hill, PA 17011 and our Texas office is located at 501 Lakeshore Circle, Point Venture, TX 78645.

Why Affion?

We are different. As a company, our strengths lie in our people, our passion, and our commitment. Affion employs an extremely talented group of professionals that bring a diverse set of skills and an average of over 10 years of experience in government and private sector venues. Extraordinary, trusted client partnerships have separated us from others in the industry. Embracing a small business approach has enabled the entrepreneurial spirit of Affion, while also ensuring a personalized approach and customized solution for our partners.

It is our unique understanding of the complexities of the public sector that gives us an edge. We know what to challenge potential candidates on, and we know how to discern and qualify the very specific set of skills an executive needs in order to succeed within the public realm. Our particular expertise lies in our ability to reach out to and ultimately attract the best and the brightest into the public executive domain. Short and long term, Affion is looking for valued, long lasting partnerships, where we can have a real and positive effect for our client.

Our Public Sector Team provides a full range of customized executive recruiting and management consulting services. Particular areas of expertise lie within strategy, human resources, process and solutions. We have served in an advisory capacity to state, city, and municipal governments across the country.

Historically, our specialized executive recruitment services have been client driven. By building strong client partnerships, and practicing due diligence, we gain an invaluable understanding of the mission, motivation and culture of our client. This has allowed us to successfully recruit across all departmental disciplines and ultimately to provide top executives to an array of governmental agencies and authorities (e.g. Information Systems, Public Safety, Engineering, Health and Human Services, Water Utilities, Economic Development, Assistant City managers, City Managers, etc.).

What We Do Differently

Our executive search goal is to specify, identify, qualify and deliver candidates that meet or exceed your expectations. After consulting with client executives and stakeholders, we utilize a systematic search methodology to customize and tailor the ideal candidate and position profile to meet the specified need.

Targeting organizations that are similar to our client, we set out to find individuals that meet and exceed the background, education, experience, and personal characteristics required. This is done in a highly confidential manner and in compliance with applicable legal standards. Once a potential candidate has been identified, they will enter into a rigorous qualifying process to further establish the "fit". A comprehensive Confidential Report on each of the selected candidates is prepared to include pertinent information relative to the candidates work history and background. A professional appraisal of the candidates' competencies compared to the specific requirements will be provided as a continuum to the Report. In the form of a Portfolio Presentation, we meet with the stakeholders to make our recommendations. We deliver individuals that are competent, qualified, and capable. We deliver solutions.

Relevant Recruitment History:

City of Ann Arbor, MI
- City Administrator (2011)

City of Austin, TX
- City Manager (2008)
- Assistant City Manager (2013)

City of Broken Arrow, OK
- City Manager (2009)
- City Manager(2012)
- Assistant City Manager (2014)

City of Columbia, MO
- City Manager (2011)

City of Corpus Christi, TX
- City Manager (2008)

City of Dallas, TX
- Assistant City Manager (2014 - present)

City of East Lansing, MI
- City Manager (2012)

City of El Paso, TX
- City Manager (2014 - present)

City of Galveston, TX
- City Manager (2012)

City of Hollywood, FL
- City Manager (2012)

City of Huntsville, TX
- City Manager (2008)

Incorporated Village of Garden City, NY
- Village Administrator (2014)

City of Irving, TX
- City Manager (2006)
- Assistant City Manager (2008)

City of Kirkwood, MO
- Chief Administrative Officer (2014)

City of Leander, TX
- City Manager (2011)

City of Lynwood, CA
- Assistant City Manager (2007)

City of McKinney, TX
- City Manager (2008)
- Assistant City Manager (2009)

City of Mesa, AZ
- Deputy City Manager (2007)

City of Morgantown, WV
- City Manager (2010)

City of North Richland Hills, TX
- City Manager (2009)

City of Plano, TX
- City Manager (2011)

City of Round Rock, TX
- City Manager (2011)

City of San Antonio, TX
- City Manager (2006)
- Assistant City Manager (2006)

City of San Marcos, TX
- City Manager (2008)

City of Savannah, GA
- City Manager (2010)

City of Springfield, MO
- City Manager (2008)

City of Tacoma, WA
- Assistant City Manager (2006)

Colorado Recruitment History:

City and County of Denver, CO
- Manager of Community Planning and Development (2012)

City of Boulder, CO
- Director of Public Works for Utilities (2011)
- Deputy Director of Community Planning and Sustainability (2011)
- Comprehensive Planning Manager (2012)
- Human Resources Director (2013)

Objectives and Approach

1. **Establishing the Timeline** – we will work closely with you to determine your ideal start date for your executive and then work to make sure that we agree on all target dates and activities.

2. **Input from Key Decision Makers** – we will meet with all parties who will be impacted by this executive to seek input, which will also help us understand the company, the people and the working environment. This can include setting up Public Forums to engage the community in assisting in the process.

3. **Developing the Candidate Profile** – through extensive interviews we will gain a complete understanding of the mission and goals of the company and begin to create the profile of the executive you are seeking.

4. **Candidate Pool and Search Techniques** – we will use our own extensive internal database, our personal and professional connections, competitor intelligence, targeted recruiting, industry specific sourcing and other recruiting tools to begin to identify the perfect candidate.

5. **Screening Process** – we will conduct interviews to qualify each candidate, whether it is an internal candidate or an external one, prior to presentation to you, and will conduct an extensive background check on each potential candidate.

6. **Selecting Candidates for Client Review** – we will present the key decision makers with a portfolio of candidates for consideration and will discuss each candidate's skills and qualifications in detail.

7. **Choosing the Finalists and the Interview** – once the client has reviewed the candidates and has selected the finalists, interviews with the key decision makers or the Selection Committee will begin.

8. **Hiring** – all candidates will have been pre-qualified on the salary range, benefits and we will assist in all final employment matters.

Developing the Candidate Profile

Affion's approach to executive searches is a very personal and systematic one. Our success is dependent on the access and information granted to us by the client organization, so that we can gather all the information possible to have a true understanding of the client's needs. Only if we know the organization intimately and develop a very thorough and detailed profile of the ideal candidate, can we be assured of the right match for the organization and the individual who is ultimately selected.

We pride ourselves in the value we bring to the table by working with the client to develop the profile of the ideal candidate from which to conduct our search. We do this by spending a great deal of time with the chief decision makers, elected officials, etc. at the very beginning, learning the history of the position, the mission and goals of the Organization, the past successes and failures of the position, staff, budget and virtually everything the selected candidate would need to have experience and success addressing. In order for us to locate the ideal leader for an organization, we must know where that organization wants to go and what it will take to get it there.

Each search is different and we invest as much time in getting to know the style and organizational culture of our client as we do getting to know each candidate under consideration. We develop a strong relationship with the decision makers and people with whom the potential candidates would be working to ensure the right match. We spend time with the decision maker(s) to understand their idea of the "ideal" candidate, their own management style, and what the position means to them and to the organization. We learn and adopt the Organization's vision, so that we are able to recruit candidates who will embrace those goals and lead a strategy that will support that vision.

We prefer to interview other successful executives at the peer level of the vacant position to get an understanding of the kind of leaders who are successful in the Organization. We also find it valuable to interview some subordinate level staff, if possible, to assess some of the challenges or strengths within the current resources that the incoming executive would find.

These early stages of the search are, in our mind, the most important. Our entire search team, including our assigned recruiter(s), is involved in this information gathering/ relationship process from the beginning so we all know exactly what our client is seeking in applicants and are qualifying candidates on the client's organizational culture.

For national searches, our team also investigates the community in which the position resides. We investigate the public and private school options, and even spend time with a realtor to get a feel of the local housing market for relocation. All of this helps us when we screen and sell candidates on the position.

From the interviews and fact gathering, we will prepare a comprehensive Candidate Recruitment Profile for the position, with the desired qualifications and characteristics, for approval by the Client's designee(s). It is from this customized Profile that we conduct our systematic search.

Input from Stakeholders

The first steps in any search begin with our onsite stakeholder meetings. The purpose of the stakeholder interviews is to allow Affion an intimate understanding of the organization, the people and the environment. These interviews are how we develop the two key profiles in which the search is built around. The first profile is the position profile. The position profile includes not only the requirements the successful individual will possess but also what they will be doing on a daily, weekly and monthly basis. This profile is critical in analyzing the potential candidate's previous experience. The second profile is the candidate profile in which we spoke previously about. This profile allows Affion to define the type of individuals that will be successful in your organization.

The stakeholder meetings begin with developing the list of individuals that will be working directly with this person. This list should include whomever the individual is responsible for reporting to and anyone who may be directly involved with the hiring and interview process. Affion is committed to spending as much time as necessary on the stakeholder meeting to ensure a successful placement.

The stakeholder meetings are approximately one-hour interview session in which our team will ask probing questions to what will make the candidate successful. These are generally done on an individual basis.

Additional stakeholder meetings including public input will be scheduled at the discretion of the selection team. We have a long history of being very inclusive with our stakeholder process and often meet with community leaders, business leaders, civic and religious leaders as well as neighborhood associations.

Candidate Pool

Affion is a relationship driven, select targeting firm. We use our own internal database to draw upon potential candidates with whom we have built relationships and/or referrals. We use the telephone to reach out to referrals and candidates initially. We use the Internet as well as select research firms to investigate credit, criminal and other background checks and to obtain any written publications authored by, or regarding, the candidates. Beyond this limited use of technology, our efforts are all carried out in person. We post the job on the Internet or advertise in print as required by the client organization. Even our utilization of networks of professional or trade associations, is done in person. This personal approach is how we have been most successful in targeting and attracting the best and most diverse selection of candidates.

Each Affion recruitment effort is customized specifically to the client organization's needs and preferences. One of the additional values achieved from the time we spend in the beginning is getting to know the client organization and its culture and obtaining mutual agreement on a process that works for both of us. While we have a very strict and systematic internal qualifying/screening process, it is only visible to the client in the result it produces. Any processes external to our qualifying/screening process may be modified to accommodate the client's organizational needs.

Affion Process in Screening

While the general steps outlined herein are the basis of the Affion search, flexibility is built into our model to accommodate a particular client's preferences. Our search is customized to best meet the needs of our client and as long as we are not asked to forego steps to ensure quality, modifications or additions can be made.

Sourcing/Recruiting Candidates

Our Senior Executive Recruiters (100% dedicated to this search) will identify candidates who have been successful in like organizations in similar positions. We search from a variety of sources to ensure development of a broad representative pool in terms of affirmative action efforts and experience; including our own network of contacts and files; public or private entities, professional and other associations and organizations related to the position and referrals. We do targeted advertising in publications specific to the position.

Targeted Recruiting

Affion maintains a national database through extensive networks in industry specific business groups, trade and professional organizations. To further ensure a diverse candidate pool, we also source candidates from professional organizations and networks that are ethnic and gender specific. We reach out to a variety of sources to collectively find the best talent available.

As a result of our previous and ongoing recruiting efforts within government and quasi-government organizations, (local, city, county, and state) Affion has, and continues to build, an expansive network of candidates that includes the best and the brightest in the public sector. That network of candidates exemplifies our professional commitment to building valued relationships, knowing the individuals' experience and leadership styles, and understanding their needs and career goals. By operating within these guidelines, our deliverable to our client results in being a known and trusted entity.

Screening/Qualifying Candidates

Our Senior Executive Recruiter conducts preliminary screening interviews of all in-house candidates and the most promising candidates to determine their qualifications, pertinent accomplishments, experience, ability to meet special needs of the position and their interest in being considered. Preliminary screening will be based on a resume rating instrument developed from criteria contained in the customized Candidate Recruitment Profile, information contained in the resumes submitted to Affion, and Affion's knowledge of the people and organizations with whom and in which we work. At this point in the search, our recruiter is also securing preliminary, confidential reference information on the most promising candidates (as available and appropriate) to verify experience and qualifications; i.e., to ensure that it is worthwhile proceeding with them.

After qualifying the best candidates into our process, those individuals are subjected to two more rounds of interviews by additional Affion Executive staff. The same criteria are used, but the emphasis here, is on organizational and cultural fit, and political acumen. This process assures the quality we demand of the short list of semi-finalists that are selected.

All candidates are met face-to-face when possible. If the face-to-face interviews cannot be arranged then video conferencing is arranged to ensure that the recruiters and executives within Affion are comfortable with the candidates they are presenting for consideration.

Background Investigation

When all members of the Affion qualifying team have agreed that the candidate fits the desired profile we begin extensive background checks to include: criminal, education, and financial investigations. Reference calls are completed. Internet and media searches are conducted. This entire procedure is intended to further eliminate unqualified candidates, and to validate the credentials of the final candidates in process.

Selecting Finalists for Promotion to Client

From our rigorous qualifying process and investigation, Affion typically narrows the field of qualified candidates to the top 6-8. We present all of the Client's designated representatives with a comprehensive book of material on each of the selected individuals. These books contain summary profiles, resumes, applications, articles by or regarding the candidate, pertinent work product, and photographs of those candidates whose qualifications, work experience, achievements, and/or other special qualities qualify them for the position. This comprehensive Confidential Report on each candidate covers not only the candidate's working career and those personal aspects that are relevant to the position, but also our appraisal of how the candidate's competencies compare to your specific needs and environment. Affion and the Client's representatives will meet to review the detailed contents of the book.

Internal Candidates

Affion always screens and evaluates those applications and resumes received by the Client from in-house or outside applicants to insure, on the client's behalf, that the process is considered fair to all applicants and to determine if any of these individuals are qualified, viable candidates. Often, at the client's preference we keep all in-house applicants in process until the final qualifying phases of the search process, unless it is clearly established that certain individuals are not qualified.

We review, evaluate and acknowledge in writing all applications and resumes received. Additionally, we ask that all solicitations for consideration made directly to the client be forwarded to Affion immediately to avoid duplication of efforts and take work off the client's shoulders.

Client Selection of Candidates for Interview

Affion would work closely with the hiring team for selecting the finalist. Affion will make a portfolio presentation to the key stakeholders which will include; the resume, a brief bio written by the candidate, a description of the candidate's strengths and weaknesses, and an answer to the questions "Why Should I be the Next..." Upon our face-to-face presentation of the finalists, with our recommendations and comprehensive background information, we require that the Client select the number and names of the candidates it wishes to interview in person.

Upon the Client's direction, Affion personnel will coordinate with Client personnel to arrange interviews with the top candidates selected for consideration. Affion will work with the client to coordinate any travel or accommodation details that may be needed for each outside candidate.

Client Interviews and Final Selection

The finalist interviews would be conducted in conjunction with the wishes of the hiring team. Affion typically suggests that the hiring team utilize panel interviews and also perhaps a candidate presentation. The candidate presentation would be an oral presentation accompanied by a visual presentation. We typically ask all candidates to prepare a twenty-minute presentation in a power-point format. This presentation can be on a topic agreed upon by Affion and the client. The purpose of this presentation is to allow the selection committee to see how the candidates communicate their thought process and the candidate's ability to effectively express those thoughts to their audience.

The formal interview would involve the same set questions asked to each candidate by the same panel member. This allows the selection committee to evaluate each candidate on a fair and equal field. These questions are agreed upon in advance with Affion and the selection committee. Affion will be involved throughout the entire interview process to facilitate the interviews.

Hiring

Once it is time for a hiring decision, Affion will provide assistance on final employment matters, such as the negotiation process with successful candidates and notification to unsuccessful candidates.

Any candidate that is presented for consideration will have been pre-qualified on the salary range, benefits and relocation package. Once the finalist has been selected it is our standard practice that the client sends a formal offer letter to Affion on behalf of the successful candidate. Affion will facilitate the signature and closing of the process.

Statement of Diversity

Diversity is one of our core values, as well as part of our heritage. It acknowledges and celebrates the richness and value created by the differences among our employees, our customers, our service offerings, and our businesses. It is about people, backgrounds, lifestyles, ideas and balance between our work and personal lives. It is about maximizing the contributions from all members of our team so that we deliver greater value to our customers. It is about valuing differences. It is not a code word for affirmative action. It is much larger than that. It is about valuing differences. It is about inclusion. It relies on standards of performance and behavior, which lead to mutual respect. Diversity is about effectively using our collective talent to create a competitive advantage that leads to success – both for our internal support staff and contract workforce. Arcus is truly committed to effectively recruiting and maintaining a diverse workforce.

Affion maintains an Affirmative Action Program and policy to afford equal employment opportunity to all without regards to race, color, religion, sex, national origin, sexual orientation, handicap or disability or status as a disabled veteran or a veteran of the Vietnam War era. We take affirmative action to ensure applicants for employment and employees are treated without regard to these characteristics. The sole basis for decisions regarding employment status has been, and will continue to be, an individual's qualifications, and based only on valid, non-biased job requirements in positions being filled. To carry out our policy, the commitment includes, but is not limited to: recruitment, hiring, promotions, transfers, compensation, benefits, layoffs, terminations, educational tuition assistance and company sponsored training and recreational programs.

Affion employs responsible reporting and monitoring procedures to ensure that all personnel actions are in strict compliance with the Equal Opportunity Policy and our Affirmative Action program. We are further committed to being an Equal Opportunity Employer by various federal, state and city laws on fair employment practices. All of Affion's advertising reflects these same important standards.

We are proud of our success in ensuring a diverse candidate pool and thrilled to have placed multiple women and minority candidates in executive level municipal positions, nationwide.

Individuals Assigned to Search:

Scott Reilly
CEO, Affion Public

717-576-9847

Scott will be responsible for Quality Assurance during the length of your project. During the engagement, he will be responsible for ensuring the success of the process.

Scott, previously the Vice President of Arcus Public, has more than 20 years experience in Sales, Executive Recruiting and Technology. His depth of knowledge and experience placing top executives and technology professionals enables him to lead the talented group of professionals at Affion Public. Throughout his tenure in the public sector, he has been responsible for leading the engagement process and successfully placing more than 100 professionals in key roles. He's worked in the trenches performing the searches, as well as in leadership roles guiding his team and building relationships with clients while at the helm. He truly understands and appreciates the intricacies of the market, and as CEO for Affion Public, he is responsible for the strategic direction and approach of each of the firm's key service areas.

Scott has been a speaker/presenter on various topics nationally working with leading government officials; to help identify opportunities for technology research and share best practices as well as executive search forums. He was named a founding Honorary Alumni to the Harrisburg University of Science and Technology first graduating class. He currently serves as the vice-chairman of the Derry Township Municipal Authority and has been an active member on the Hershey Country Club Board of Governors. Scott was also recognized by the Central Penn Business Journal as one of the region's Top 40 Under 40.

Scott has been directly involved with all executive level searches through Arcus Public and Affion Public since 2003.

Jim Nuse, P.E.
Engagement Manager

512 748-7590

Jim will be dedicated to your executive search as the engagement lead. Joining the team in January 2014, Jim brings over 30 years of public sector experience to further enhance the team's ability to provide successful executive level searches.

Prior to joining Affion, Jim served as the City Manager for San Marcos, TX from December, 2010 until his recent retirement in January, 2014. In San Marcos, Jim led a team of 550 employees with an annual budget of $147.8 million. Jim also served as the City Manager of Round Rock, TX from 2002-2010, where he led a staff of 840 employees with an annual budget of $130 million. Prior to his City Manager appointment, he was the Public Works Director for 18 years. He began work for the City of Round Rock in 1983, helping it grow from a population of 13,000 to more than 100,000 today.

Jim holds a bachelor's degree from the University of Wyoming, and has completed master's coursework at the LBJ School of Public Affairs at the University of Texas at Austin. Jim is a licensed Professional Engineer in Texas.

Gina Sprowls
Recruiting Manager

717-763-1987

Gina will manage the recruitment efforts of your executive search. During the engagement, she will provide the direction and coordination for the recruitment to ensure the profile of the ideal candidate is adhered to so the best candidate is hired for the job.

Gina will be responsible for identifying, profiling, and screening the candidates. Her role will include qualifying potential candidates and conducting interviews of candidates. Additionally, she will assist in coordinating interviews, soliciting feedback, and conducting professional reference checks. She may be involved in the presentation of the final candidates to the stakeholders for consideration.

Gina brings over ten years of diverse experience in recruitment, sales and management. She offers a strong background in Human Resources with an emphasis on executive level recruitment and training. Her recruitment career has crossed over several industries including Public Sector, Technology, Finance, Healthcare, Sales and Education. She has worked on multiple executive level searches for clients across the nation and is known for building and maintaining excellent relationships with our clients and candidates.

Gina has been directly involved with all executive level searches through Arcus Public and Affion Public since January, 2008.

Proposed Project Timeline:

Timeframe	Activity
Upon Selection	• Affion to negotiate and finalize contract
Day 1	• Facilitate a meeting to discuss timelines, recruitment process and plan for completing the Position and Candidate Profiles • Affion to meet with identified stakeholders to begin the due diligence process • Conduct Public Forums if needed • Simultaneous industry research taking place
Day 10	• Affion presents draft of Profile
Day 15	• Finalize Profile
Day 16	• Search Firm conducts recruitment to include: o Journals, personal contacts, Websites, etc. o Place advertisements o Review resumes
Conducted on a weekly basis	• Progress Report—check for quality and diversity of applicants. Determine need to target any specific group or area. • Review and qualify all potential candidates
Day 46	• Affion concludes the recruitment campaign
Day 65	• Review and finalize candidate selection to be presented • References for finalists are contacted • Background checks completed • Internet and media searches conducted on finalists
Day 76	• Presentation of 6-8 candidates to the Selection Panel • Affion will facilitate a review of the final candidates • Conduct first round of candidate interviews with the Search Committee and key stakeholders • Finalize decision on the candidate of choice and negotiate employment agreement with the candidate
Day 90	• Successful Candidate accepts offer of employment

Cost

Full Executive Search:
Affion executive searches are full-service searches conducted by senior executives within our firm. The fee we have outlined herein is all inclusive of all phases of the search including stakeholder meetings, profile development, job postings, sourcing, recruitment, interviewing, reference checking, background checks and candidate offer negotiation.

Fee for City Manager search (all inclusive): $21,000

Additional expenses, which are not included in the overall fee but are expected to be reimbursed by the City of Englewood, CO include all candidate travel expenses for the purpose of interviews with the City of Englewood, CO. This will vary depending on the location of the finalist selected.

While invoice procedures can be adjusted, our typical billing practice is to spread the fee payment over three equal installments. (One-third to be billed when the contract is signed, one-third to be billed upon presentation of the Final Candidates, and the last one-third to be billed upon the hiring of the desired Candidate.) Adjustments to our payment and billing processes are negotiable in order to best accommodate our Clients' needs.

Guarantee:
As with all of our executive searches, we are prepared to offer our standard professional service guarantee. If the hired candidate is asked to leave for reasons of non-performance, or leaves of his/her own volition in the first 24 months of employment, we will re-launch a search for a new candidate, under the original position specifications. In such a case, we will do so for no additional professional fee, though charging expenses that may incur to include all Affion travel, hotel, and re-posting of job advertisements. It is our commitment to partner with you from the initial signing of the contract until the candidate accepts and offer and begins employment.

Reference List

City of Austin, TX

Mark Washington
Human Resources Director
301 W. Second St.
Austin, TX 78701
512-974-3202

Christina Willingham, M.S., SPHR
Human Resources Consultant
P.O. Box 1088
Austin, TX 78767
512-974-3474

Affion has completed several searches with the City of Austin. We placed the City Manager, CIO, Fire Chief, Director of Solid Waste Service, Chief Sustainability Officer, Director of Code Compliance, Chief Financial Officer; Assistant Director, Engineering Services and the Assistant Director, Pipeline and Operational Maintenance positions within the Austin Water Utility and an Assistant City Manager. In addition, we are just starting a new search for the Executive Director of Aviation. Christina and Mark have worked closely with us on several of the searches.

City of Boulder, CO

Jane Brautigam
City Manager
1777 Broadway
Boulder, CO 80302
303-441-4020

Affion has had the pleasure of working with the City of Boulder, CO on several searches to include the Director of Public Works for Utilities (2011), Deputy Director of Community Planning and Sustainability (2011), Comprehensive Planning Manager (2012) and we just finished working with them on their Human Resources Director last month. Jane Brautigam has worked closely with us throughout the searches.

City of Round Rock, TX

Mayor Alan McGraw
City of Round Rock
221 East Main Street
Round Rock, Texas 78664
512- 246-1986

Steve Norwood
City Manager
221 E. Main Street
Round Rock, Texas 78664
512-218-5410

Affion successfully completed the City Manager search for the City of Round Rock with the placement of Steve Norwood in 2010. Mayor McGraw served as a point of contact throughout the search. We had the opportunity to work with the City of Round Rock once again when we placed their Director of Human Resources in 2012 and we just finished working with the City Manager on the recruitment for a new Police Chief.

Client List

Cities:

City of Ann Arbor, MI
- Parks and Recreation Services Manager (2008)
- Parks and Recreation Services Deputy Manager (2008)
- City Administrator (2011)

City of Arlington, TX
- City Auditor (2014)

City of Atlanta, GA
Chief Information Officer (2003)

City of Austin, TX
- City Manager (2008)
- Fire Chief (2008)
- Chief Information Officer (2008)
- Director of Solid Waste Services (2009)
- Chief Sustainability Officer (2010)
- Director of Code Compliance (2011)
- Chief Financial Officer (2012)
- Austin Water Utility (AWU) Assistant Director, Engineering Services (2013)
- Austin Water Utility (AWU) Assistant Director, Pipeline Operations and Maintenance (2013)
- Assistant City Manager (2013)
- Executive Director of Aviation (2014 – present)

This city is located in Central Texas and is the capital of Texas as well as the county seat of Travis County. Austin's population has doubled every 20 years and currently sits at just over 757,500.

City of Bellevue, WA
- Director of Planning and Community Development (2010)
- Chief Communications Officer (2012)

This city of 122,900, is the fifth largest city in Washington.

City of Boulder, CO
- Director of Public Works for Utilities (2011)
- Deputy Director of Community Planning and Sustainability (2011)
- Comprehensive Planning Manager (2012)
- Human Resources Director (2013)

City of Broken Arrow, OK
- City Manager (2009)
- Fire Chief (2010)
- Police Chief (2011)
- City Manager (2012)
- Assistant City Manager (2013)
- Director of Engineering/Construction (2014 – present)

This city of 98,850 residents is the fourth largest city in the state and is the largest suburb of Tulsa.

City of Burbank, CA
- Director of Finance (2009)
- Director of Parks and Recreation (2007)

This city of 108,000 residents is located in Los Angeles County.

City of Chandler, AZ
- Chief Information Officer (2007)
- Director of Economic Development (2008)
- Director of Planning and Development (2008)

This city of 240,600 residents is located in Maricopa County and is part of the Phoenix Metro Area.

City of College Station, TX
Assistant Director of Planning & Development (2008)

This city of 86,000 residents is located in Central Texas and is the home of Texas A&M University.

City of Columbia, MO
City Manager (2011)

This city of 108,500 is the fifth-largest city in Missouri. Columbia is often referred to as "Collegetown U.S.A." because it is home to the University of Missouri, Stephens College and Columbia College.

City of Corpus Christi, TX
City Manager (2008)

This city of 285,000 residents is located in South Texas along the Gulf Coast.

City and County of Denver, CO
Manager of Community Planning and Development (2012)

City of Dallas, TX
- Deputy Director CIS (2005)
- Public Information Officer (2005)
- Assistant Director Dallas Water Utilities (2005)
- Assistant Director CIS (2005)
- Director and Chief Information Officer (2005)
- Director of Housing (2014 – present)
- Assistant City Manager (2014 – present)

City of East Lansing, MI
City Manager (2012)

City of El Paso, TX
City Manager (2014 – present)

City of Eugene, OR
Executive Director of Planning and Development (2010)

This city of 156,185 is the second largest city in the state of Oregon and the seat of Lane County.

City of Galveston, TX
City Manager (2011)

City of Hollywood, FL
City Manager (2011)

City of Huntsville, TX
City Manager (2008)

City of Irving, TX
- City Manager (2006)
- Assistant City Manager (2008)
- Internal Auditor (2008)
- Director of Human Resources (2007)
- Assistant Director of Human Resources (2007)
- City Attorney (2007)
- Fire Chief (2006)
- City Secretary (2010)

This city of 202,000 residents is located centrally in Texas and is a central city in the Dallas- Ft. Worth Metroplex. It is also home to the DFW International Airport.

City of Kirkwood, MO
Chief Administrative Officer (2014)

City of Leander, TX
City Manager (2011)

City of Los Angeles, CA
- CIO-Los Angeles World Airport (2007)
- General Manager, ITA (2002)
- Information Systems Manager (2002)
- General Manager Department of Aging (2003)
- Director, Bureau of Sanitation (2004)
- Los Angeles Zoo: General Manager (2003)
- City Engineer (2003)

City of Lynwood, CA
- Assistant City Manager (2007)
- Director of Human Resources (2007)
- Assistant Director of Public Works (2007)
- Deputy Director of Development (2007)

This city of 70,000 residents is located in Los Angeles County.

City of McKinney, TX
- City Manager (2008)
- Assistant City Manager (2009)
- Director of Finance (2011)
- Director of Water Utilities and Infrastructure (2013)

This city of 121,000 residents is located in the Dallas-Ft. Worth Metroplex and is one of the fastest growing cities in the country.

City of Mesa, AZ
- Deputy City Manager (2007)
- Director of Human Resources (2007)

City of Morgantown, WV
City Manager (2010)

This city of 70,000 is the largest city in North-Central West Virginia, and the base of the Morgantown metropolitan area.

City of North Richland Hills, TX
City Manager (2009)

This city of roughly 60,000 residents is also located in the Dallas-Ft. Worth Metroplex.

City of Plano, TX
- City Manager (2010)
- City Attorney (2013)

The city of 222,030 is the ninth-largest city in Texas and is located mostly in Collin County.

City of Round Rock, TX
- City Manager (2010)
- Director of Human Resources (2012)
- Police Chief (2013)

This city of 105,412 is part of the Austin–Round Rock–San Marcos metropolitan area.

City of San Antonio, TX
- City Manager (2006)
- Assistant City Manager (2006)

This city of 1.6 million residents is the 7th largest city in the United States.

City of San José, CA
- Deputy Director of Administration (2006)
- Deputy Director of Integrated Waste Management (2006)

This city of roughly 1 million residents is located at the southern end of the San Francisco Bay Area.

City of San Marcos, TX
- City Manager (2008)
- Human Resources Director (2011)
- Chief Building Official (2011)

This city of 50,000 residents is located in Central Texas between San Antonio and Austin.

City of Savannah, GA
City Manager (2010)

This city of just over 130,000 is the largest city and county seat of Chatham County, in the U.S. state of Georgia.

City of Scottsdale, AZ
Police Technology Director (2009)

This city of 217,385 is located in the eastern part of Maricopa County, Arizona, adjacent to Phoenix.

City of Springfield, MO
City Manager (2008)

This city of 156,000 residents is the 3rd largest city in Missouri.

City of Tacoma, WA
- Assistant City Manager (2006)
- Director of Finance (2007)
- Director of Information Technology (2008)
- Assistant Director of Finance (2009)

This city of just under 200,000 residents is the 3rd largest city in Washington.

City of Tamarac, FL
- Fire Chief (2009)
- Director of Community Development (2013)

This community of 60,000 residents is located in Broward County located in Southern Florida.

Incorporated Village of Garden City, NY
Village Administrator (2014)

Counties:

County of Los Angeles, CA
- Information Systems Manager (2007)
- CIO-Los Angeles World Airport (2007)

This county is the largest county in the US with a population of 9.8 million and 88 incorporated cities.

City and County of Philadelphia, PA
- Chief Information Officer (2000)
- CIO-Philadelphia Free Library (2001)
- CIO- Philadelphia Police Department (2006)

Philadelphia is known as both the city and the county with a population of 1.4 million.

Milwaukee County, WI
Director of Parks, Recreation & Culture (2013)

Washtenaw County, MI
Community Development Director (2007)

This is a county located southwest of Detroit and its largest city is Ann Arbor. The population of this county is over 322,000 residents.

States:

Commonwealth of Pennsylvania-Office of Administration
- Chief Information Officer (2008)
- Chief Technology Officer (2008)
- Deputy Chief Information Officer (2008)

Commonwealth of Pennsylvania-Department of Health
- Deputy Secretary of Quality Assurance (2008)
- Deputy Secretary of Health Promotion (2008)
- Bureau Chief of Drug and Alcohol (2008)

The Commonwealth engaged our services in November of 2007 to identify the next CIO. Out of that search process, the Commonwealth hired three individuals. In March of 2008, our services were once again retained to assist with the Department of Health.

State of Texas, Austin, TX
- Director of Benefits - Employee Retirement System of Texas (2006)
- CTO - Employee Retirement System of Texas (2005)
- Chief Information Officer of DIR (2006)

Education:

Harrisburg University, Harrisburg, PA
- Director of Learning Assessment (2009)
- E-Business Program Director / Faculty (2008)
- Learning Technologies Program Director / Faculty (2008)
- CIS Program Director / Faculty (2007)
- Biotechnology Professor (2008)
- VP for Development (2005)
- Director of Development (2007)
- Controller (2006)
- Network Administrator (2006)

Other:

The Round Rock Chamber of Commerce, TX
President/Chief Executive Officer (2014 – present)

Housing Authority of the City of El Paso, TX
Chief Operating Officer (2010)

Minneapolis Parks and Recreation Board, MN
- Assistant Superintendent of Planning (2011)
- Assistant Superintendent of Recreation (2012)
- Deputy Superintendent (2012)
- Assistant Superintendent of Environmental Stewardship (2012)
- Director of Park Safety and Security (2013)
- Human Resources Manager (2013)

Roanoke Redevelopment and Housing Authority
Executive Director (2006)

Williamson-Burnet County Opportunities, Inc. (WBCO)
Executive Director (2013)

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Thank you for the opportunity to submit this proposal.
We look forward to assisting you with your
Executive search needs!

SIGNATURE PAGE
RFP-14-008
EXECUTIVE RECRUITMENT FOR CITY MANAGER

PROPOSAL FOR THE CITY OF ENGLEWOOD, COLORADO

Proposal Due Date: Friday, April 11, 2014 2:00 P.M. MDT
Submission Date: 4/9/14

Each respondent must sign the proposal with their usual signature and shall give their full business address. Proposals by corporations shall be signed with the name of the corporation followed by the signature and designation of the President, Secretary, or other person authorized to bind it in the matter and shall have the corporate seal affixed thereto. By signing below, Vendor further represents that this proposal is valid for at least 120 calendar days from the date of submission.

Company: Affion Public	**Signature:**
Address: 2120 Market St. Camp Hill, PA 17011	**Name:** Scott Reilly
Phone: 717-576-9847	**Title:** CEO
Fax: 717-214-8004	**Date:** 4/9/14
Email:	**F.E.I.N./S.S.N.:**