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May 30, 2013

The Honorable Keith Giagnorio
Village President
Village of Lombard
255 E. Wilson Avenue
Lombard, IL 60148

Dear President Giagnorio:

It was a pleasure to meet with you last week. Thank you for the opportunity to provide you with a proposal for the Village of Lombard's Village Manager recruitment and selection process. Voorhees Associates prides itself on a tailored, personal approach to executive recruitment and selection, able to adapt to your specific requirements for the position.

QUALIFICATIONS AND EXPERIENCE

Voorhees Associates is a public management consulting firm serving municipal clients and other public sector entities on a national basis. We work exclusively in the public sector, offering customized executive recruitment services, as well as providing other management studies and services for communities. Voorhees Associates has been certified as an FBE (Female Business Enterprise) in the State of Illinois.

Voorhees Associates, LLC was established in 2009 with headquarters in Deerfield, Illinois. Heidi Voorhees, President, previously spent 8 years with the nationally recognized public sector consulting firm, The PAR Group and was President of The PAR Group from 2006 – 2009. Ms. Voorhees has conducted more than 130 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 12 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service with the Villages of Wilmette and Schaumburg, Illinois, as well as the City of Kansas City, Missouri.

The firm has a total of seventeen consultants, both generalists and specialists (public safety, finance, parks, etc.), who are based in Arizona, Delaware, Illinois, Michigan, and Wisconsin, as well as four reference specialists and four support staff.

Experience

Voorhees Associates has completed 114 recruitments since its establishment in 2009. We have 16 current recruitments in various stages of completion. Although the firm is relatively young, our consultants are experienced executive recruiters who have conducted over 350 recruitments, working with cities, counties, special districts and other governmental entities of all sizes throughout the country. In addition, we've held leadership positions within local government, giving us an understanding of the complexities and challenges facing today's public sector leaders.

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Consultant Assigned

Voorhees Associates' President Heidi Voorhees or Vice President Mark Morien will be responsible for your recruitment and selection process. Assignment as Lead Consultant will be determined at the time of project initiation based upon commitments to current clients.

Heidi J. Voorhees
President

Ms. Voorhees has extensive experience in both executive search and general management consulting assignments. She has led more than 140 recruitments for local government entities across the country and takes pride in facilitating a tailored, thorough process that gives elected and appointed officials the tools they need to make critical personnel decisions. Her clients have included the City of Austin, Texas; Johnson County, Kansas; Evanston, Illinois; Waukesha, Wisconsin; Fort Worth, Texas; Bloomington, Illinois; Carbondale, Illinois; Fayetteville, North Carolina; and clients in Arizona, Rhode Island, and Colorado.

In addition to her eleven years of executive recruitment and management consulting experience, she has 19 years of local government leadership and management service, with the Villages of Wilmette and Schaumburg, Illinois, and the City of Kansas City, Missouri.

From 1990 to 2001, Ms. Voorhees served as the Village Manager for Wilmette, Illinois, one of Chicagoland's notable residential suburbs located on the shore of Lake Michigan. During her tenure, Ms. Voorhees focused on delivering high quality services and responsiveness to a recognized interactive community, streamlining administrative and management functions and team building throughout the organization that employed 200 individuals. Under her leadership, the organization developed a collaborative budget process, formalized its long range capital improvement program, and developed budget and financial policies that led to the achievement of a AAA bond rating for the community.

Since leaving the Village of Wilmette in 2001, Ms. Voorhees has been an Adjunct Instructor for the Center for Public Safety located on the campus of Northwestern University. She also instructs law enforcement executives in the Executive Management Program on management, community relations, and organizational culture. Ms. Voorhees has also been an Instructor for the Northwestern University Master's Degree Program in Public Policy and Administration. She is a frequent speaker on recruitment and selection issues and has conducted training programs for the Illinois City and County Management Association, the Ohio City and County Management Association, the American Public Works Association – Chicago Metro Chapter, the Illinois Association of Municipal Management Assistants, the Northern Illinois University Civic Leadership Program, and the Great Lakes Leadership Academy.

Ms. Voorhees holds a Master's Degree in Public Affairs from the School of Public and Environmental Affairs at Indiana University where she was a fellow in the Eli Lilly State and Local Government Fellowship Program. Ms. Voorhees was recognized as the distinguished Alumnus for the School in 1998. She also has a Bachelor of Science degree in Political Science from Illinois State University.

Ms. Voorhees has served on the Boards of Directors of numerous professional associations including the Chicago Metropolitan Managers' Association and the Illinois City and County Management Association. For two years, she was the Illinois representative to the ICMA University, the professional development arm of the International City and County Management Association. In 1999, she was selected to participate in the Leadership Greater Chicago Program and has been an active Rotarian for 23 years. She is currently on the Board of the Family Service Center for Wilmette, Glenview, Kenilworth and Northbrook, Illinois and the Board of the League of Women Voters of Wilmette, Illinois.

Mark J. Morien
Vice President - Midwest Region

Mr. Morien, Vice-President, joined Voorhees Associates in 2009, following a three year engagement with The PAR Group, where he specialized in Executive Recruitment, Pay and Classification Studies and Strategic Planning. Mr. Morien has 25 years of experience in local government administration, including service with the municipalities of Northfield, Downers Grove, Glencoe and Glenview, Illinois. From 1991 to 2006, Mr. Morien served as Village Manager for Northfield, Illinois, a residential suburb located along Chicago's north shore. Northfield is noted for its high level of municipal service to residents, as well as to its business community. During Mr. Morien's tenure at Northfield, he conducted Strategic Planning Sessions, led the creation of job descriptions, fostered the development of a personnel manual, and established a pay and classification system for the organization. Prior to Northfield, Mr. Morien served as Deputy Village Manager for four years in Downers Grove, Illinois, a fast developing/growing community in DuPage County. As Deputy Village Manager, he was in charge of day-to-day operations for the organization.

Mr. Morien holds a Master's Degree in Public Administration from Northern Illinois University and a Master's Degree in Political Science from Marquette University. Mr. Morien earned his undergraduate degree in Political Science from Oshkosh, Wisconsin. In addition, he attended the Kennedy School for Government at Harvard University and the Senior Executive Institute at the University of Virginia. Mr. Morien has served on various State boards and committees in Illinois, as well as on committees for the International City/County Management Association - including being a national conference speaker. In 2002, Mr. Morien was recognized as IAMMA Supervisor of the Year in Illinois. In 2004, he was named Village Manager of the Year by Northern Illinois University. Mr. Morien took a leave of absence from The PAR Group in mid 2007 to early 2008 to serve as the Interim City Administrator in Burlington, Wisconsin. Located in Racine County, Burlington is a growing full-service community of 10,000.

SCOPE OF WORK

A typical recruitment and selection process can take 175 hours to conduct. At least 50 hours of this time is "administrative" including ad placement, acknowledgment of résumés, reference interviews, and due diligence on candidates. These tasks may take longer if someone is performing them for the first time. We believe our experience and ability to professionally administer your recruitment will provide you with the best possible outcome. Voorhees Associates clients are kept informed of the progress of a recruitment throughout the recruitment process. Consultants are always available to provide information and answer questions, and details of the process such as placement of advertising and applications received are discussed in regular updates via either telephone or email.

Voorhees Associates suggests the following approach to your recruitment, subject to your requests for modification:

Phase I – Position Assessment, Job Announcement and Brochure Development

Phase I will include the following steps:

- **Interviews** with the Mayor and Members of the Board of Trustees, and the Village's senior staff as well as any other individuals you deem appropriate to best understand the responsibilities, challenges, and culture of the Village.

At least eight (8) hours of one-on-one interviews will be conducted with elected officials, staff and the public in order to develop our Recruitment Brochure. This important document outlines the expectations that the Village has for its Village Manager, providing us with the information we need to target our recruitment. During this process we will assist you with establishing the salary for Village Manager by conducting a salary survey of comparable communities, if so desired.

- Development of a **Job Announcement**.
- Development of a detailed **Recruitment Brochure** for your review and approval.
- Agreement on a detailed **Recruitment Timetable**.

Phase II – Advertising, Candidate Recruitment and Outreach

Phase II will include the following steps:

- Placement of the Job Announcement in appropriate professional online publications. In addition to public sector publications and web sites, outreach will include LinkedIn and other private sector resources. We can provide the Village with placement recommendations, if so desired.
- The development of a database of potential candidates unique to this position and to the Village of Lombard, focusing on the leadership and management skills identified in Phase I as well as size of organization, and experience in addressing challenges and opportunities also outlined in Phase I.
- Outreach will be done through e-mail, telephone contacts, and U.S. mail as appropriate. Voorhees Associates consultants have extensive knowledge of the municipal government industry and will personally identify and contact potential candidates. With more than 600 collective years of municipal and consulting experience among our consultants, we often have inside knowledge about candidates.

Phase III – Candidate Evaluation and Screening

Phase III will include the following steps:

- Review and evaluation of candidates' credentials considering the criteria outlined in the Recruitment Brochure.

We will develop a matrix which identifies key traits (taken from the Recruitment Brochure) such as education, experience, and the specific skills needed for the Village Manager. We will then use these filters to screen the candidates into a group of 15 to 20 semi-finalists.

- Candidates will be interviewed by telephone or Skype to fully grasp their qualifications and experience as well as their interpersonal skills.

We personally contact all the semi-finalists and conduct about an hour long telephone interview, asking specific questions about their experience and skill set. This allows us to ask follow up questions and probe specific areas. It also provides us with an assessment of their verbal skills and their level of energy for and interest in the position.

- Formal and informal references (two per candidate) and an internet search of each candidate will be conducted to further verify candidates' abilities, work ethic, management and leadership skills, analytical skills, interpersonal skills, ability to interact with the media, and any areas identified for improvement.
- All résumés will be acknowledged and contacts and inquiries from candidates will be personally handled by Voorhees Associates, ensuring Lombard's process is professional and well regarded by all who participate.

Phase IV – Presentation of Recommended Candidates

Phase IV will include the following steps:

- Voorhees Associates will prepare a **Recruitment Report** that presents the credentials of those candidates most qualified for the position. You will advise us of the number of reports you will need for the individuals involved in this phase of the recruitment and selection process. We provide a binder which contains the candidate's cover letter and résumé. In addition, we prepare a "mini" résumé for each candidate, so that each candidate's credentials are presented in a uniform way. As résumés come in all different formats, these "mini" résumés will give you a clear, consistent look at each candidate "at a glance."
- Voorhees Associates will provide you with a log of all candidates who applied for the position. You may also review all of the résumés should you so desire.
- Voorhees Associates will meet with you to review the Recruitment Report and expand upon the information provided. The report will arrive two to three days in advance of the meeting, giving you the opportunity to fully review it. In addition to the written report, we will spend 2 to 3 hours with you to bring the candidates to "life" by reviewing their telephone interview and providing excerpts from two (2) references we will have done on the individual.

Phase V – Interviewing Process

Phase V will include the following steps:

- At the Recommendation meeting, the Interviewing Process will be finalized including the discussion of any specific components you deem appropriate, such as a writing sample.
- Voorhees Associates will develop the first and second round interview questions for your review. Voorhees Associates will provide you with interview books that include the credentials each candidate submits, a summary of each candidate's credentials, a set of questions with room for interviewers to make notes, and an evaluation sheet to assist interviewers in assessing each candidate's skills and abilities.
- Voorhees Associates will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations. The schedule will incorporate a tour of Village of Lombard facilities and interviews with Department Heads and elected officials.

We offer a community "Meet and Greet" option, at no charge, as a means for the community to interact and get to know the candidates in an informal setting. At this "Meet and Greet," candidates would give a brief overview of themselves and answer questions from the audience.

- Once candidates for interview are selected, additional references will be contacted along with a media and internet search, verification of educational credentials, criminal court, credit, and motor vehicle and records checks. Employment verification can also be provided if so desired. Voorhees Associates recommends a two-step interviewing process with (typically) five candidates interviewed in the first round. Following this round, we strongly suggest that two or three candidates are selected for second round interviews. Again, we will prepare a second round of interview questions and a "score sheet."
- Voorhees Associates consultants will be present for all of the interviews, serving as a resource and facilitator.

Phase VI – Appointment of Candidate

- Voorhees Associates will assist you as much as you request with the salary and benefit negotiations and drafting of employment agreement, if appropriate.
- Voorhees Associates will notify all applicants of the final appointment action by the Board of Trustees, including professional background information on the successful candidate.

- Voorhees Associates will provide no-fee telephone follow-up and counsel to the Board of Trustees and appointed Village Manager for six months following conclusion of the recruitment.

Optional 360° Evaluation

As a service to the Village of Lombard, we offer the option to provide you with a proposal for a 360° performance evaluation for the new appointed Village Manager at about six months into his or her employment. This evaluation will include seeking feedback from both Elected Officials and Department Directors, along with any other constituent the Village 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, Voorhees Associates will prepare a proposal for this service.

Recruitment Schedule

A detailed recruitment schedule will be provided in Phase I. The recruitment and selection process typically takes 90 days from the time the contract is signed until the candidate is appointed. We can work with you on a shorter process, should you so desire.

Our typical recruitment process includes the following milestones and deliverables:

On-site interviews of Lombard officials and staff, development and approval of recruitment brochure Deliverable: recruitment brochure	weeks 1-2
Placement of professional announcements; candidate identification, screening, interview and evaluation by consultant	weeks 3-8
Consultant recommendation to Board of qualified candidates Deliverable: recruitment report	week 9
Selection of candidate finalists by Board; additional background and reference checks, report preparation and presentation Deliverable: interview reports including suggested questions and evaluation sheets	week 10
Interviews of selected finalist candidates; Board selection of final candidate; negotiation, offer, acceptance and appointment	weeks 11-12

Summary of Costs

Recruitment Fee:	\$12,000
Recruitment Expenses: (not to exceed)	3,500
Expenses include consultant travel, postage/shipping, telephone, support services, copying etc. Also includes candidate due diligence efforts and advertising expenses up to \$750*.	
Recruitment Brochure printing (optional) Assumes full color	900
Total Fees:	\$16,400**

*Advertising costs over \$750 will be placed only with client approval. If less than \$750, Client is billed only for actual cost.

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

Payment for Fees and Services

Professional fees and expenses will be invoiced as follows: Recruitment expenses and the costs for the Recruitment Brochure printing will be itemized with sufficient detail and invoiced as incurred. In addition, the Recruitment Fee will be invoiced in three (3) equal payments, billed during the course of the recruitment. The first invoice for the Recruitment Fee will be sent upon acceptance of our proposal. The second invoice will be sent following the recommendation of candidates and will include any expenses incurred to date. The final invoice will be sent upon completion of the recruitment assignment and will include all remaining expenses. Upon receipt of each invoice the Village will approve payment in accordance with its claims procedures within thirty (30) days of receipt.

Voorhees Associates Guarantee


It is the policy of Voorhees Associates to assist our clients until an acceptable candidate is appointed to the position. Therefore, no additional professional fee would be incurred should the Board not make a selection from the initial group of recommended candidates and request additional candidates be developed for interview consideration. Additional reimbursable expenses may be incurred should the situation require consultant travel to Lombard beyond the normal three visits.

Upon appointment of a candidate, Voorhees Associates provides the following guarantee: should the selected and appointed candidate at the request of the Village of Lombard or the employee's own determination, leave the employ of the Village of Lombard within the first 24 months of appointment, we will, if desired, conduct another search for the cost of expenses and announcements only.

In addition, in accordance with the policy of our firm as well as established ethics in the executive search industry, we will not actively recruit the placed employee for a period of five years.

We look forward to working with you on this recruitment and selection process!

Sincerely,



Heidi J. Voorhees
President
Voorhees Associates, LLC

ACCEPTED BY THE VILLAGE OF LOMBARD, IL

BY: 

TITLE: Village Manager

DATE: 6/21/13