July 28, 2015

Mr. Dave Niemeyer
Village Manager
Village of Tinley Park
16250 S. Oak Park Avenue
Tinley Park, IL 60477

Dear Mr. Niemeyer:

Thank you for the opportunity to provide you with a proposal for the Village of Tinley Park’s Director of Public Works recruitment and selection process. GovHR USA 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

GovHR USA 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. GovHR USA is certified as an FBE (Female Business Enterprise) in the State of Illinois.

GovHR USA was established in 2009 as Voorhees Associates, LLC. In January, 2014 Voorhees Associates combined with GovTempsUSA to form GovHR USA. This combination enables us to more effectively serve our clients by utilizing our combined resources to provide not only executive recruiting and management consulting, but also temporary staffing solutions, including short-term, long-term, and interim placements. Our headquarters offices are in Northbrook, Illinois. GovHR USA is led by Heidi Voorhees, President, and Joellen Earl, CEO. Ms. Voorhees 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 220 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. Ms. Earl 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. Earl 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.

The firm has a total of twenty-two consultants, both generalists and specialists (public safety, finance, parks, etc.), who are based in Arizona, Florida, Illinois, Michigan, and Wisconsin, as well as five reference specialists and eight support staff.
Experience

GovHR USA has completed 254 recruitments since its establishment in 2009. We have 16 current recruitments in various stages of completion. Our consultants are experienced executive recruiters who have conducted over 450 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.

References

The following references can speak to the quality of service provided by GovHR USA (recruitments marked * were conducted under the firm's previous name, Voorhees Associates):

Director of Public Services recruitment
Village of Hinsdale, Illinois
Kathleen Gargano, Village Manager
19 E. Chicago Avenue
Hinsdale, IL 60521
630-789-7000
kgargano@villageohinsdale.org

Director of Engineering/Public Works*
Chief of Police recruitment*
Village of Schaumburg, Illinois
Brian Townsend, Village Manager
101 Schaumburg Court
Schaumburg, IL 60193
847/895-4500
btownsend@ci.schaumburg.il.us

Director of Public Works recruitment
Fire Chief recruitment*
Village of West Dundee, IL
Joe Cavallaro, Village Manager
102 S. Second Street
West Dundee, IL 60118
847-551-3800
jcavallaro@wdundee.org

Consultant Assigned

GovHR USA President Heidi Voorhees and Vice President Sarah McKee will be responsible for your recruitment and selection process.

Heidi J. Voorhees
President

Ms. Voorhees has extensive experience in both executive search and general management consulting assignments. She has led more than 220 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.

Sarah McKee
Vice President

Sarah McKee has extensive experience as a local government manager and in non-profit management. She is known for her ability to create a harmonious work environment and for inspiring people to reach beyond their own preconceived expectations to achieve more.

Sarah has been a manager in Johnstown, OH (5,500) and Rolling Meadows, IL (25,000). While managing in Johnstown, the community saw a 20 percent growth in residential and commercial and Sarah was instrumental in establishing their first comprehensive plan as well as a downtown revitalization plan. She was also expanded their industrial park after the park experienced maximum capacity. During the recession of 2008, she led Rolling Meadows through a workforce reduction which also included an early incentive retirement program as well as a successful re-negotiation of police and fire contracts for additional cost savings to the City. Additionally, she developed a retention and expansion program for the community's commercial and industrial businesses and attracted additional employers to their corporate centers.

Sarah also has extensive experience in Public Works Administration. Having served as a solid waste and fleet superintendent prior to being a public works director, she is known for several innovative ideas that have saved millions of dollars in local governments. While serving as the solid waste superintendent in Paducah, KY, she created the first biosolids waste composting facility in the state. In its first year of operation, the City saved approximately $1M dollars in landfill costs through the diversion of biosolids and
yard waste. She was also an instructor in the Kentucky Yard Waste Composting operator certification program and presented at various APWA and SWANA training sessions.

Through the ICMA’s international program and their cooperation with USAID, Sarah was asked to assist the country of Bulgaria in developing their solid waste management program as they transitioned to the European Union. She spent over seven years developing their program and training their environmental experts as well as assisting in the development of their landfills. In addition to Bulgaria, Sarah has also worked in Lebanon in the development of the Economic Development plan.

Recently, Sarah expanded her experience into non-profit management. She served as the first Executive Director of the Issaquah Highlands Community Association. Issaquah Highlands is an award winning, large-scale master planned, built green urban village located just east of Seattle, WA. The community association is responsible for the governance and management of over 4,000 housing units as well as commercial (including a hospital campus) and retail spaces with 1500 acres of open spaces with 22 parks, soccer fields, dog parks, sport courts and play areas. The Association is charged with maintaining all streetscape, storm water systems including its use as irrigation in streetscapes and parks, management of 9 neighborhoods and 13 supplemental neighborhoods including z-Homes (zero based energy homes).

Ms. McKee holds a Master’s Degree in Public Administration with an emphasis in organizational management and a Bachelor of Science degree in Business Administration with an emphasis in Management from Murray State University, Murray, KY.

**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. GovHR USA 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.

GovHR USA suggests the following approach to your recruitment, subject to your requests for modification:

**Phase I – Position Assessment, Position Announcement and Brochure Development**

Phase I will include the following steps:

- **Interviews** with the Village Manager, 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 next Director of Public Works, providing us with the information we need to target our recruitment. During this process we will assist you with establishing the salary for the Director of Public Works by conducting a salary survey of comparable communities, if so desired.

- Development of a **Position 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 Position 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 the position and to the Village of Tinley Park, 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 and telephone contacts as appropriate. GovHR USA 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.

➢ Candidates will be interviewed by Skype or Facetime to fully grasp their qualifications and experience as well as their interpersonal skills. This is an hour long 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 GovHR USA, ensuring Tinley Park’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 USA 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.”

GovHR USA will provide you with a log of all candidates who applied. You may also review all of the résumés should you so desire.

GovHR USA 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.

-GovHR USA will develop the first and second round interview questions for your review. GovHR USA 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.

- GovHR USA 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 Tinley Park 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 verification of educational credentials, criminal court, credit, and motor vehicle and records checks. Using the candidate’s name and work experience we review the top 200 search results available from Google, as well as his/her activity (if publicly available) on Facebook, Twitter, and other social media platforms. Employment verification can also be provided if so desired.

  GovHR USA 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.”

- GovHR USA consultants will be present for all of the interviews, serving as a resource and facilitator.
Phase VI – Appointment of Candidate

➢ GovHR USA will assist you as much as you request with the salary and benefit negotiations and drafting of employment agreement, if appropriate.

➢ GovHR USA will notify all applicants of the final appointment, including professional background information on the successful candidate.

Optional Assessment Center

If desired, GovHR USA will perform an Assessment Center for candidates selected for interview as part of the selection process. An Assessment Center is a very useful tool for evaluating the strengths, weaknesses and skills and abilities of Tinley Park’s next Director of Public Works.

GovHR USA consultants will prepare all the related documents and scoring sheets for a Prewritten Exercise (done prior to the Assessment Center and evaluated by the Assessors) and a choice of three (3) of the following exercises to be completed on the Assessment Center day:

• In-Basket Exercise
• Oral Presentation Exercise
• Leaderless Group Exercise
• Structured Interview
• Budget Analysis Exercise
• Other exercise of the Client’s choosing

If Tinley Park selects GovHR USA to conduct the Assessment Center outlined above, it will be conducted by GovHR Vice President Sharon Morien. Ms. Morien has been performing Assessment Centers for the past 15 years. She has conducted Assessment Centers for all levels of government positions, including City Administrator, Fire Chief, Police Chief, Director of Public Works, Engineering Services Manager, Village Engineer, Management Analyst, and the like. In addition, she has performed numerous "promotional" Assessment Centers for public safety departments. For Ms. Morien’s full bio, please see our web site at www.govhrusa.com.

Optional 360° Evaluation

As a service to the Village of Tinley Park, we offer the option to provide you with a proposal for a 360° performance evaluation for the appointed Director of Public Works 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, GovHR USA 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 Tinley Park 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 Village Manager of qualified candidates  
Deliverable: recruitment report  
week 9

Selection of candidate finalists by Village Manager; 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; Village Manager selection of final candidate; negotiation, offer, acceptance and appointment  
weeks 11-12

Summary of Costs

<table>
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<tr>
<th>Cost Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruitment Fee</td>
<td>$11,500</td>
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<tr>
<td>Recruitment Expenses: (not to exceed)</td>
<td>$3,500</td>
</tr>
<tr>
<td>Expenses include consultant travel, postage/shipping, telephone, support services, copying etc. Also includes candidate due diligence efforts.</td>
<td></td>
</tr>
<tr>
<td>Advertising costs</td>
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<tr>
<td>Total Fees</td>
<td>$17,000**</td>
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</tbody>
</table>

*Advertising costs over $2,000 will be placed only with client approval. If less than $2,000, Client is billed only for actual cost.

**This fee does not include travel and accommodations for candidates interviewed. Recruitment brochures are produced as electronic files. Printed brochures can be provided, if desired, for an additional cost of $900.

Assessment Center Fee: $5,000*

*This fee includes all the preparation and cost of the Assessment Center materials, and the fees for the consultants to attend as facilitators. We will also assist the Village in selecting three (3) professionals from outside the organization, who will act as observers in assessing each candidate’s strengths and weaknesses. The cost includes a written report outlining the findings of the Assessment Center as reported by the Assessors. The Village would be responsible for paying a $500 stipend to each Assessor (and possibly mileage for the assessors). This fee does not include lodging, travel and meal expenses for the GovHR USA Facilitator(s) to be on site for the Assessment Center. Actual expenses will be billed in addition to the $5,000 fee.
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.

GovHR USA Guarantee

It is the policy of GovHR USA to assist our clients until an acceptable candidate is appointed to the position. Therefore, no additional professional fee would be incurred should the Village Manager 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 Tinley Park beyond the planned three visits.

Upon appointment of a candidate, GovHR USA provides the following guarantee: should the selected and appointed candidate, at the request of the Village of Tinley Park or the employee’s own determination, leave the employ of the Village of Tinley Park 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 employees for a period of five years.

Why Choose GovHR USA?

The heart and soul of a professional recruitment firm is the expertise it brings to its clients. GovHR USA consultants are all experienced local government executives who have demonstrated careers and expertise that brings first hand knowledge of the disciplines in which they now consult. This knowledge can assist clients in designing the appropriate interview questions, the development of written and oral exercises to best assess candidates’ abilities, and facilitation of the clients’ discussion of the candidates.

Our process reflects the client’s goals and objectives—therefore, the time we spend developing the Recruitment Brochure is critical in our understanding of the challenges, opportunities, and culture of the position under consideration. Our candidate assessment and interviewing skills are based on thousands of interviews over the course of our Consultants’ many years of experience in the recruitment and selection field. This professional familiarity allows us to be sensitive to the nuances, not only the obvious. In addition, as experienced local government professionals, our Consultants are able to ask probing, thoughtful questions and effectively evaluate the candidates’ answers. We provide the client with a diverse list of potential candidates who have been fully vetted by our staff and who are truly interested in and well-qualified for the position. We respect the confidentiality of candidates’ applications and are respectful of the candidates’ current employment situation when we conduct reference calls. We are not a gatekeeper—clients will be provided with a list of everyone who applied and may view the résumés should they so desire.

Our firm’s executive recruitment standards embrace a professional process of integrity, trust, and respect toward all parties involved and a commitment toward meeting the expressed needs and desires of our Client. Our ultimate goal is for the client to be completely satisfied with the selected candidate.
This proposal will remain in effect for a period of six months from the date of the proposal. We look forward to working with you on this recruitment and selection process!

Sincerely,

[Signature]

Heidi J. Voorhees  
President  
GovHR USA

ACCEPTED BY THE VILLAGE OF TINLEY PARK, ILLINOIS

BY: [Signature]  
TITLE: Village President  
DATE: September 15, 2015