



Town of Paonia
214 Grand Avenue
Wednesday, August 5, 2026 6:00 PM
Board of Trustees Special Meeting Agenda
<https://us02web.zoom.us/j/86496503078>
Meeting ID: 864 9650 3078

Public Participation: Please raise your hand and wait to be recognized by the Mayor, come to the podium and state your name and whether you live in town or out of town. Time limit is 3 minutes, one time per item, there are instructions at the podium for the timer light. Please direct all comments to the Mayor. No responses will be made by staff or Board during the meeting.

Please be respectful and help to maintain decorum by not engaging in derogatory and/or demeaning statements or public displays.

A) Roll Call

B) Approval of Agenda

C) Actions & Presentations

Public comments must be related to the agenda item, 3-minute time limit.

1) Consideration of Proposals from RFP 26-03 Executive Search Firms

D) Adjournment



**BOB MURRAY
& ASSOCIATES**

Experts In Executive Search

A Proposal to Conduct an Executive Recruitment
for the Position of
TOWN ADMINISTRATOR
on behalf of the Town of



1544 Eureka Road, Suite 180
Roseville, CA 95661
(916) 784-9080
(916) 784-1985 fax

July 9, 2026

Mayor Paige Smith and Members of the Board of Trustees
Town of Paonia
P.O. Box 460
Paonia, CO 81428

Submitted via email to: mbermudez@ci.carmel.ca.us

Dear Mayor Smith and Members of the Board of Trustees:

Bob Murray & Associates is pleased to submit a proposal to conduct the Town Administrator recruitment for the Town of Paonia. The following details our unique qualifications and describes our systematic–yet flexible–method of identifying, recruiting, and screening outstanding candidates on your behalf. Bob Murray & Associates is proud to offer straightforward, *all-in pricing*, eliminating surprises and making the experience simple and stress-free. This proposal includes information on our proven process, a timeline, and a guarantee.

As the premier public sector executive search firm specializing in positions that report directly to elected boards/councils, we understand the unique dynamics, high expectations, and political acumen required of leaders in these critical roles. We don't just fill positions—we ensure the candidates we present to Town of Paonia are well-aligned with your organization's goals, values, and culture. Our team is composed of experienced executive recruiters and former public-sector executives—professionals who are passionate about public service and attuned to current trends in government leadership. With over 34 years of experience and a network of more than 40,000 professionals and organizations, we've built a strong reputation for delivering exceptional candidates and achieving repeat success with our clients.

Bob Murray & Associates recognizes that we work at the pleasure of the Board and our job is to facilitate the Board in finding the Town's next Town Administrator. Our best practice is to establish a strong partnership with the Board, to ensure the placement of a Town Administrator who is ideally suited to its needs. In developing this collaborative approach, we will seek the opportunity to meet with the council members individually to discuss their expectations for the Town's new Town Administrator. The feedback received from the council members will be essential in providing guidance when recruiting and screening candidates for the position.

Current and recent recruitments we have completed similar in scope to your upcoming search include the following including over 40 City & County Management recruitments over the last 3 years:

2026

- Sonoma, CA (City Manager) - *current*
- Lemon Grove, CA (City Manager) - *current*
- South Lake Tahoe, CA (City Manager) - *current*
- Lake Forest, CA (Assistant City Manager) -*current*
- Arvin, CA (City Manager) - *current*
- Marin County, CA (County Executive Officer)
- Marin County, CA (Assistant County Executive Officer)
- Lawndale, CA (City Manager)
- Manhattan Beach, CA (Deputy City Manager)
- Marina, CA (City Manager)
- Pacifica, CA (City Manager)
- Sausalito, CA (City Manager)
- Concord, CA (City Manager)
- Santa Rosa, CA (City Manager)
- Monterey, CA (City Manager)
- Eugene, OR (City Manager)
- Cathedral City, CA (City Manager)
- Hanford, CA (City Manager)

2025

- Hayward, CA (City Manager)
- Apple Valley, CA (Town Manager)
- Davis, CA (City Manager)
- Hanford, CA (City Manager)
- Live Oak, CA (City Manager)
- Oakdale, CA (City Manager)
- Fowler, CA (City Manager)
- Louisville, CO (City Manager)
- Healdsburg, CA (Assistant City Manager)

2024

- Vernon, CA (City Administrator)
- Folsom, CA (City Manager)
- Murrieta, CA (City Manager)
- Aliso Viejo, CA (City Manager)
- Manhattan Beach, CA (City Manager)
- Emeryville, CA (City Manager)
- Reno, NV (City Manager)
- Clovis, CA (City Manager)
- Clayton, CA (City Manager)
- Vancouver, WA (City Manager)
- Orinda, CA (City Manager)
- Pinole, CA (City Manager)

- Novato, CA (City Manager)
- Saratoga, CA (City Manager)
- Sparks, NV (City Manager)
- Salinas, CA (City Manager)

We work as a team on every search at Bob Murray & Associates. Your Project Lead would be Adele Fresé or Jeff Mori who would not only direct and supervise the project team from beginning to end but also serve as the Recruiter for the project as well.

To learn first-hand about the quality of our services and why the majority of our engagements come from repeat and referred clients, we invite you to contact the references listed on page 14 of the attached proposal.

We look forward to your favorable consideration of our qualifications. Please do not hesitate to contact us at (916) 784-9080 with any questions.

Sincerely,



Valerie Gaeta Phillips
President, Bob Murray & Associates

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THE RECRUITMENT PROCESS

Bob Murray & Associates' recruiters are specialists in finding positive placements and providing security and fairness to candidates and clients while ensuring the integrity of the search process. Outlined below are the steps in our proven recruitment process, refined through our 34+ years of experience in executive recruiting.

STEP 1 DEVELOP THE CANDIDATE PROFILE

Our understanding of the Town of Paonia's needs will be key to a successful search. Adele Fresé or Jeff Mori will meet virtually with the Board of Trustees and key stakeholders to learn as much as possible about the ideal candidate for the Town Administrator position. Key stakeholders often include:

- Council/Board Members - up to **seven** virtual one-on-one meetings with the Recruiter
- Internal Stakeholders (e.g. Department Heads) - up to **two** virtual group meetings with the Recruiter
- External Stakeholders (e.g. Chamber of Commerce, Community Groups) - **one** virtual one-on-one or group meeting with the Recruiter

Internal and External Stakeholders

We find that many of our clients value a recruitment process that opens the opportunity for employees, community members, business leaders, and organization representatives to provide input regarding the ideal candidate. Our recruiters are skilled in virtually facilitating group staff meetings, forums for the business community, and/or town hall meetings that provide for equitable involvement from a variety of constituencies.

If the Town of Paonia desires, we will work with the Board to create a customized virtual community and/or staff input process. *Please note: Virtual facilitation of stakeholder meetings is included in the professional fee. On-site Recruiter facilitation is available for an additional fee - please refer to "Costs and Guarantee" on page 7 for pricing information.*

Online Stakeholder Surveys

Sometimes clients are seeking input from a wider range of stakeholders—such as community members, business leaders, and organization representatives—online surveys are ideal to solicit input regarding qualities of the ideal candidate. Our experienced recruiters excel at crafting targeted, thoughtful, open-ended questions and can design a customized survey, providing a link for easy sharing on your website. After closing, your dedicated Recruitment Coordinator will send you the survey

response data for your review and analysis. This proposal includes one Online Survey. Additional Online Surveys are available under Optional Services (please refer to page 7).

We want to become familiar with the values and culture of the organization, as well as to understand the current and future issues, challenges, and opportunities in the Town of Paonia.

Ms. Fresé or Mr. Mori will review and help define the Town's wish-list regarding the ideal candidate's personality, management style, knowledge, skills, and abilities and will work with the Town to identify expectations regarding education and experience. The Board and your Recruiter will discuss compensation, benefits, and other key information necessary to ensure that outstanding candidates are attracted to this opportunity. The profile we develop together at this stage will drive subsequent recruitment efforts.

STEP 2 DESIGN/DISTRIBUTE BROCHURE AND ADVERTISEMENTS

Your Recruiter and your dedicated Recruitment Coordinator will use the candidate profile developed with the Town of Paonia to create a professional recruitment brochure, with the assistance of our professional graphic designer. The four-page, full-color brochure will describe the community, organization, position, ideal candidate, and compensation and will include pictures provided by the Town of Paonia that you feel best represent your organization and your community.

Upon your approval, Ms. Fresé or Mr. Mori will send the brochure by email (and postal mail if desired) to a targeted audience, personally inviting potential candidates to apply for the Town Administrator position. We will also place the recruitment brochure on our [website](#), which attracts over 11,000 unique hits weekly and is a trusted resource for candidates seeking executive and professional positions. Two sample brochures are included in this proposal package for your reference.

Your Recruiter will also design an effective advertising campaign appropriate for the Town Administrator recruitment. Our broadest outreach comes through our active social media involvement on LinkedIn as well as our monthly newsletter where upcoming and current positions are featured. Sources such as *Western City Magazine*, PublicCEO, and the Careers in Government website will be used to reach an extensive local government audience, while position-specific postings will be chosen to attract candidates who have built their careers in and are committed to the City Management field.

Suggested City Manager/Administrator-specific advertising sources for the Town of Paonia's search include but are not limited to:

- League of California Cities - Western City Magazine
- Colorado Municipal League
- International City/County Management Association
- Local Government Hispanic Network

Bob Murray & Associates does not typically place ads with job aggregators or general job posting sites such as CareerBuilder, Monster, or Indeed, as we have found that the broad reach of these sites does not necessarily lead to quality candidates for executive and professional positions.

Reaching Diverse Candidates

Bob Murray & Associates, a woman- and minority-owned business, is **proud of its commitment to attracting and placing diverse candidates**. Nearly 50% of our last 100 placements were women; Hispanic placements 25%; African American placements 13%; Asian placements 21%; and Native American placements at 1%. Not only do we place advertisements with websites designed to attract minority and female candidates, but our President, Valerie Phillips, is a member herself of many diversity-focused organizations including the Local Government Hispanic Network, the League of Women in Government, the Professional Women's Network, Mexican Professionals, and Women Leading Government. She networks frequently with fellow members to gain insight into which potential candidates are leaders in their field.

Ms. Fresé or Mr. Mori will seek to reach candidates in communities and organizations with demographic profiles and populations served like that of the Town of Paonia, to maximize the potential for individuals from a wide variety of backgrounds, cultures, and life experiences to be considered for the Town Administrator position.

STEP 3 RECRUIT CANDIDATES

The strongest candidates are often those who are successful and content in their current positions and need to be sold on a new opportunity. Our extensive network of contacts, developed through **over 2,100 successful placements**, is a primary source for identifying and obtaining referrals for these candidates. Our in-house database of 40,000 current and former executive and professional candidates is a valuable resource that can only be built over time—time that we have invested into perfecting our process for finding the right candidates for our clients. Our aggressive outreach efforts are focused on phone calls to personally invite potential applicants, answer questions, and allay any reservations, and these efforts are essential to the success of the Town Administrator recruitment.

STEP 4 SCREEN CANDIDATES

Following the closing date for the recruitment, your Recruiter will screen all resumes we have received, using the criteria established in the candidate profile as a basis upon which to narrow the field of candidates. Internal candidates receive sensitive consideration, and your Recruiter will discuss with the Board how the Town of Paonia wishes to proceed with these candidates.

STEP 5 CONDUCT PRELIMINARY INTERVIEWS

Your Recruiter will personally interview the top 10 to 15 candidates from the resume screening, with the goal of determining which candidates have the greatest potential to succeed in your organization. To reduce travel-related expenses to our clients and increase efficiency in the search process, these interviews are typically conducted via Zoom, Teams, or other convenient videoconferencing applications.

STEP 6 SEARCH PUBLIC RECORDS

Under the direction of your Recruiter, your dedicated Recruitment Coordinator will conduct a review of published print and online articles for each recommended candidate. Sources include Lexis-Nexis™, Google, social media, and our contacts in the field. This will alert your Recruiter to any further detailed inquiries we may need to make before our recommendations are finalized.

STEP 7 MAKE RECOMMENDATIONS

Based on our findings during the preliminary interview process, Ms. Fresé or Mr. Mori will meet with the Board virtually or on site to share the complete applicant list and recommend a limited number of candidates for your further consideration. Your Recruiter will make specific recommendations and will help facilitate discussions regarding the candidate pool, but the final determination of interviewees will be up to you.

We typically recommend 6-8 candidates that we feel best match your expectations and prepare a detailed report on each candidate. This virtual “Recommended Finalist” eBook is provided to each member of the decision-making body and includes:

- ✦ Candidate list with Recommended Finalists identified in *Group 1* and *Group 2* (primary and secondary recommendations), as well as *Internal* candidates
- ✦ Summary of experience and education for each Recommended Finalist candidate
- ✦ Complete cover letter and resume for each Recommended Finalist candidate
- ✦ List of *Other Applicants* (those who did not meet minimum qualifications or were otherwise unsuitable, based on our screening process)

Bob Murray & Associates maintains all search records for a period of seven (7) years following each recruitment, and we are happy to forward cover letters and resumes for each applicant by postal mail or email as soon as the recruitment closes to new applications.

STEP 8 FACILITATE PANEL INTERVIEWS

Our years of experience will be invaluable as we help you develop an interview process that objectively assesses the qualifications of each candidate. We will work with the Town of Paonia to craft and implement an interview approach that fits your needs. This may include panel and/or individual interviews by the Board; key stakeholders, community/employee interview panels; writing and presentation samples; meet-and-greets; or other specialized process elements Ms. Fresé or Mr. Mori helps the Town of Paonia to design.

Ms. Fresé or Mr. Mori will be present on-site during the panel interviews to facilitate as necessary during the process and to guide discussion to consensus regarding final candidates. Bound interview books will be provided for each interview panel member containing:

- Recruitment brochure with candidate profile
- Interview schedule
- Suggested interview questions
- Experience summary, cover letter, resume, and rating form for each candidate
- Ranking forms for use during the panel interview process

We will work closely with your staff to coordinate and schedule interviews. Our goal is to ensure that each candidate has a positive experience, as the way the entire process is conducted will influence the final candidates' perception of your organization.

STEP 9 CONDUCT BACKGROUND AND REFERENCE CHECKS

Ms. Fresé or Mr. Mori and your Recruitment Coordinator will conduct detailed reference checks for up to two (2) final candidates. To gain an accurate and honest appraisal of the candidates' strengths and weaknesses, we will talk candidly with people who have direct knowledge of their work and management style. In addition to gaining a 360-degree view of candidates from the perspective of their supervisors, subordinates and peers for the past several years, we will make a point of speaking confidentially to individuals who may have further insight into a candidate's abilities but who may not be on their preferred list of contacts.

Your Recruitment Coordinator will work with the two (2) final candidates and our professional backgrounding firm, HireRight, to conduct credit, civil litigation, and motor vehicle record checks and verify candidates' degrees.

STEP 10 ASSIST IN NEGOTIATIONS

We recognize the critical importance of successful negotiations and can serve as your representative during this process. Your Recruiter will know what other organizations have done to put deals together with great candidates and what the current market is like for Town Administrator positions in organizations like the Town of Paonia's. He will be available to advise you regarding current approaches to difficult issues, such as housing and relocation. We will represent your interests and advise the chosen candidate and you regarding salary, benefits, and employment agreements, with the goal of putting together a deal that results in the appointment of your chosen candidate. With our proven experience and vested interest in a positive outcome, we can turn a very difficult aspect of the recruitment into one that is straightforward and agreeable for all parties involved.

COMPLETE ADMINISTRATIVE ASSISTANCE

We receive many unsolicited testimonials each year from clients and candidates alike noting our prompt, considerate, accurate, and professional service during the search process. Throughout the recruitment, in time intervals that suit the Town of Paonia, we will provide you with updates on the status of the search and attend to all administrative details on your behalf.

Candidates receive immediate acknowledgement of their applications, as well as personal phone calls and/or emails (as appropriate) advising them of their status at each critical point in the recruitment. Candidates who receive preliminary or final interviews and are not chosen to move forward in the interview process will receive personal calls from Ms. Fresé or Mr. Mori on behalf of the Town of Paonia.

It is our internal company standard that all inquiries from clients and candidates receive a response within the same business day whenever possible, and certainly within 24 hours if the inquiry is received during the work week. Your Recruiter will be available to the Town of Paonia by office phone, cell phone, and email at any time to ensure a smooth and stress-free recruitment process.

COSTS AND GUARANTEE

PROFESSIONAL FEE AND EXPENSES

The **all-inclusive professional services fee** for conducting the Town Administrator recruitment on behalf of the Town of Paonia is **\$29,900**. Services provided for in this fee consist of all steps outlined in this proposal, including design and distribution of the recruitment brochure, advertising, marketing and promotion, administrative support, public records research, comprehensive background reporting on the final candidates, postage, technology, and two days of on-site meetings. This proposal is valid for 60 days from the date of the proposal.

*Optional Services are listed below and are in addition to the professional services fee. Expense reimbursement for **Consultant travel** related to additional on-site meeting days is billed at the actual rate (airfare/mileage, lodging) and is the responsibility of the Town of Paonia.*

The professional fee does not limit the amount of time invested by Bob Murray & Associates in promoting a successful outcome for this project. In fact, our mission for this project is to ensure we assist in identifying the right candidate for the Town of Paonia. Therefore, your Recruiter will contact the City at the first anniversary of the placement to confirm an effective transition has occurred.

Optional Services

- ✦ **Additional virtual stakeholder meetings:** \$250/meeting
- ✦ **Additional on-site meeting days:** \$1,500/day/Consultant, plus travel expenses
- ✦ **Online Surveys:** \$500/each (includes preparing recommended questions, preparing and sharing the survey link, closing the survey, and sending the survey response data for your review and analysis)
- ✦ **Additional background checks:** \$300/candidate
- ✦ **Additional reference checks:** \$500/candidate
- ✦ **Additional hires:** \$9,000/candidate

GUARANTEE

In the event a candidate recommended by our firm resigns or is terminated within the first 12 months of employment, Bob Murray & Associates will provide the Town of Paonia with professional services to secure a replacement. Services will be provided at no cost, aside from the following *reimbursable* expenses incurred on the Town of Paonia's behalf during the new search:

- ✦ Brochure design and distribution (\$695 reprint only, \$1,275 edit/reflow/reprint)(*if needed*)
- ✦ Advertising actual costs (estimated at \$2,975)
- ✦ Public records search for all new candidates (\$500)
- ✦ Background Checks (\$300/candidate)
- ✦ Reference Checks (\$500/candidate)
- ✦ Consultant travel reimbursement (if travel is needed)
- ✦ *Plus any applicable Optional Services, if desired*

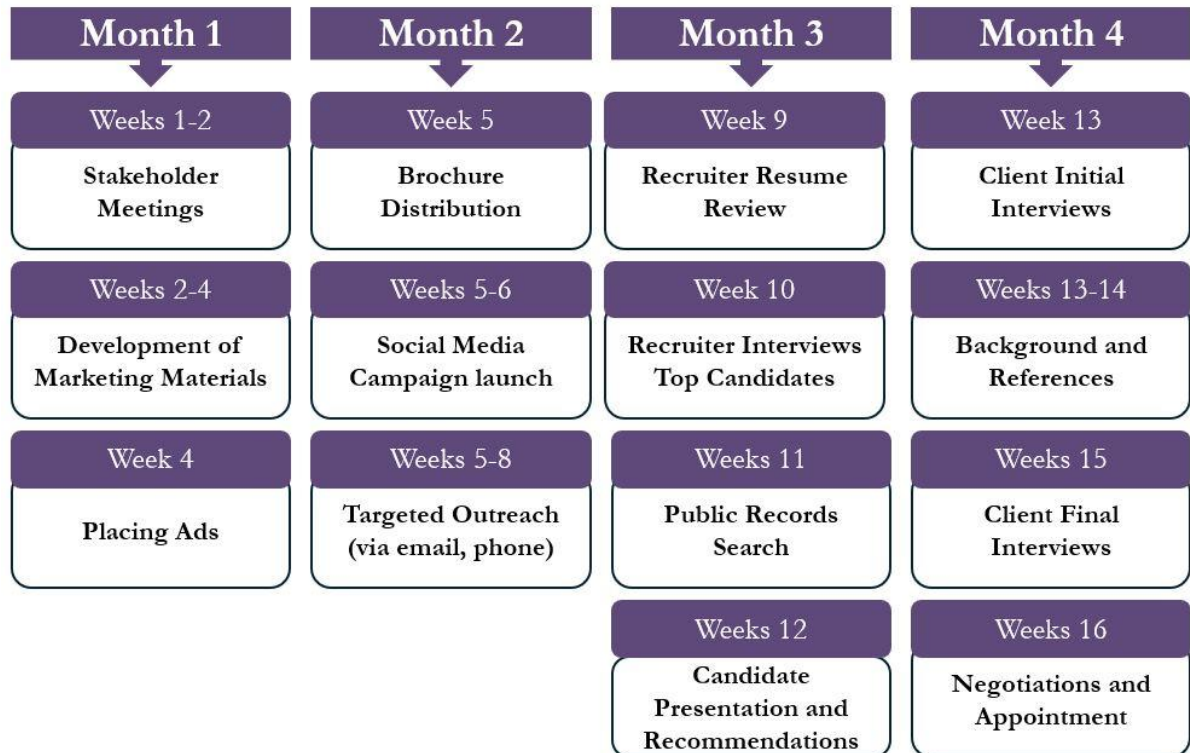
In the event that a placement is not made from the initial recruitment, Bob Murray & Associates will provide professional services to conduct one additional recruitment. Services will be provided at no cost. However, the Town of Paonia will be responsible for the *reimbursable* expenses as noted above.

We are confident in our ability to recruit outstanding candidates and do not expect the Town to find it necessary to exercise this provision of our proposal.

RECRUITMENT SCHEDULE

We are prepared to start work on this assignment upon receipt of a signed professional services agreement or other written, authorized notification. A full search can be completed in 13-16 weeks from the date of initial meetings with our client.

The final recruitment schedule will be determined in collaboration with Town of Paonia. A typical timeline of tasks and events is included here for reference.



FIRM PROFILE

OUR STAFF

Bob Murray & Associates is a small firm focusing exclusively on executive search services. We have a team of sixteen (16):

- Valerie Gaeta Phillips, *President and Owner*
- Gary Phillips, *Executive Vice President*
- Yasmin Beers, *Vice President & Senior Executive Recruiter*
- Adele Fresé, *Senior Executive Recruiter*
- Stacy Stevenson, *Senior Executive Recruiter*
- Jon Lewis, *Senior Executive Recruiter*
- Jeff Mori, *Executive Recruiter*
- Michael Ishii, *Executive Recruiter*
- Ian Schmutzler, *Executive Recruiter*
- Troy Brown, *Executive Recruiter, Career Coach*
- Stephanie Dietz, *Career Coach*
- Melanie Richardson, *Career Coach*
- Kathy Lolas, *Executive Recruitment Coordinator and Operations Manager*
- Grace Owens, *Senior Recruitment Coordinator*
- Steph Souza, *Recruitment Coordinator*
- Alexandria Huesca, *Recruitment Support*

Please see your lead recruiter's biography below:

ADELE FRESÉ, SENIOR EXECUTIVE RECRUITER



Adele Fresé brings 27 years of local government experience to Bob Murray & Associates, having retired as Chief of Police in Salinas, CA prior to joining the firm in 2021. Adele began her public service career in 1985 as an active-duty member of the United States Marine Corps before serving the City of Corpus Christi for 20 years.

Adele has extensive experience in hiring and promotional processes, as well as interviewing candidates for advancement in all aspects of local government.

During her 7 years as Chief of Police, Adele exercised strong leadership and implemented monumental changes leading to the diversification of her agency's sworn staff. Adele's commitment to collaboration with the public and law enforcement agencies earned her the Partner of the Year Award from Homeland Security Investigations, and her Department the Community Policing Award from the Community Policing Institute of California.

Adele received her Bachelor of Science degree in Criminal Justice Administration from California State University at Hayward, and a minor degree in Sociology. She earned a Master of Science in Public Safety, completed the Senior Executives in State and Local Government program at the Harvard Kennedy School, and PERF's Senior Management Institute for Police. She is a Texas Certified Public Manager.

JEFF MORI, EXECUTIVE RECRUITER



Jeff Mori has 31 years of local government experience he brings to Bob Murray and Associates, having retired as the Vancouver, WA Chief of Police in October 2024.

Jeff started his career at the Washington County Sheriff's Office in Hillsboro, OR, finishing his tenure as the Undersheriff. He joined the Vancouver Police Department in 2019.

He has significant experience working and collaborating with a variety of government and public stakeholders. Jeff develops strong relationships and assists others in reaching their full potential and goals.

Whether working as a government executive, volunteer sports coach, or professional instructor, Jeff quickly recognizes talent. He understands the importance of providing meaningful feedback and helping people navigate complex processes.

Jeff is a graduate of the FBI National Academy, Harvard Kennedy School's Senior State and Local Executives program, and PERF's Senior Management Institute for Police. He obtained his Bachelor of Science Degree from Oregon State University. He and his wife reside in southwest Washington State, and have three adult children.

CORPORATION

Bob Murray & Associates was founded in May 2000 and operated under the corporation name MBN Services, Inc. until June 2014; our new corporation name is GVP Ventures, Inc., incorporated in California in 2014. Contact information for the corporation and the firm is as follows:

GVP Ventures, Inc. OR Bob Murray & Associates
1544 Eureka Road, Ste. 180
Roseville, CA 95661
(916) 784-9080
apply@bobmurrayassoc.com

Our corporation and firm are financially sound (and have been so since 2000), with documentation from our accountant available to your organization prior to final execution of a professional service agreement. We have never been involved in any litigation, aside from our personnel serving as expert witnesses when called to do so.

PROFESSIONAL ASSOCIATIONS

Our firm, represented by either our President or our Executive Vice President, are involved in the following organizations to remain engaged with current and future issues relevant to the work we conduct on behalf of clients like Town of Paonia:

- California Special Districts Association
- California City Management Foundation (CCMF)
- Engaging Local Government Leaders (ELGL)
- International City/County Management Association (ICMA)
- International Network of Asian Public Administrators (I-NAPA)
- League of California Cities
- League of Women in Government
- Municipal Management Association of Northern California (MMANC)
- Municipal Management Association of Southern California (MMASC)
- National Forum for Black Public Administrators (NFBPA)

Members of our leadership team not only attend events sponsored by these associations but are also frequently called upon to serve as panel members and to provide specialized lectures regarding industry-specific issues. Recent and upcoming speaking engagements and trainings provided by our staff include:

- "Role of the Chief" class, annually presented by Jon Lewis on behalf of the California Police Chiefs Association;
- MMANC and MMASC annual mock interviews;
- Annual League of California Cities Booth; and
- Annual League of California Cities City Manager's Conference (City Manager hosted event).

REFERENCES

Clients and candidates are the best testament to our ability to conduct quality searches. Clients for whom Bob Murray & Associates has recently conducted similar searches are listed below:

CLIENT:	City of Louisville, CO
POSITION:	City Manager
REFERENCE:	Mayor Chris Leh [REDACTED]
CLIENT:	City of Davis, CA
POSITION:	City Manager
REFERENCE:	Ms. Shelley Tiran, Human Resources Analyst [REDACTED]
CLIENT:	City of Ventura, CA
POSITION:	City Manager
POSITION:	Assistant City Manager
POSITION:	City Attorney
REFERENCE:	Mr. Joe Schroeder, Former Mayor [REDACTED]
CLIENT:	City of Monterey, CA
POSITION:	City Manager
REFERENCE:	Mayor Tyller Williamson [REDACTED]

We appreciate the Town of Paonia's consideration of our proposal and look forward to working with you.





Eugene

CITY
MANAGER



**BOB MURRAY
& ASSOCIATES**
EXPERTS IN EXECUTIVE SEARCH

THE COMMUNITY

Home to over 175,000 people, the city of Eugene sits in the southern portion of the beautiful Willamette Valley and is known for its majestic trees, fantastic parks and a multitude of arts and recreational activities. Situated in Lane County, 110 miles south of Portland, Eugene is within an hour of the Cascade Range to the east and Oregon's breathtaking coast to the west. Living in Eugene provides opportunities to find activities that speak to you. Some activities include floating the Willamette River, walking, bicycling, using miles of interconnected trails, dining and tastings at top notch local craft breweries and wineries, attending the resident symphony, ballet company performances, or traveling acts at the Hult Center for Performing Arts.

The city is also home to the University of Oregon, founded in 1876, bringing the benefits of a major educational and research institution and highly competitive college athletics programs. Affectionately known as Track Town USA, the City regularly hosts national and international track and field events at the University's Hayward Field.

Eugene has a mild, typical Pacific Northwest climate with wet winters and dry summers. Known for its picturesque landscapes, rivers, and outdoor recreational opportunities, along with cultural attractions, it's no wonder Eugene attracts many residents and visitors alike to live, work, and play.

CITY GOVERNMENT

The City of Eugene has a council-manager style form of government. The Mayor serves as the City's political head and chair of the eight-member Council, and the City Manager oversees City personnel and operations. The City Manager is also responsible for the budget and implements the City Council's goals and



Community members at Eugene Cultural Festival

priorities. The City's Executive Team, which includes all department directors, runs the business of the City through policy making, providing direction on organizational initiatives, identifying opportunities for cross-departmental collaboration, and planning for the future of the organization.

The City has 1,595 full-time employees across six departments:

- Central Services
- Fire and Emergency Medical Services
- Library, Recreation and Cultural Services
- Planning and Development
- Police
- Public Works

THE POSITION

The City Manager serves as the Chief Executive Officer of the City of Eugene, playing a pivotal role in shaping and realizing the City's vision for the future. Reporting to the City Council, the City Manager ensures efficient and effective delivery of public services while upholding the principles of accountability and transparency. The City Manager fosters an environment that embraces integrity, service, inclusion, and collaboration while building and maintaining positive working relationships with co-workers, other City employees and the public. The City Manager:

- Develops, plans, and implements, with Council participation, goals and objectives for the City; recommends and administers policies and procedures necessary to provide municipal services; approves new or modified programs, systems, administrative and personnel policies and procedures; and implements City Council policies and goals.
- Provides highly responsible administrative staff assistance to the City Council; directs specific and comprehensive analyses of a wide range of municipal policies; prepares and submits to City Council annual reports of financial and administrative activities.
- Directs, oversees, and participates in the development of the City Manager's Office work plan; assigns work activities, projects, and programs; monitors work flow; reviews and evaluates work products, methods, and procedures.
- Directs the development, presentation, and administration of the City budget; prepares and oversees the financial forecast of funding needed for staffing, equipment, materials, and supplies; monitors revenues and expenditures; implements midyear adjustments.
- Assists with hiring, appointing, training, motivating, evaluating and disciplining City employees in the administrative service either directly or



Downtown Riverwalk path

through delegation; establishes performance objectives; and prepares and presents employee performance reviews.

- Directs and confers with executive staff concerning administrative and operational problems; makes appropriate decisions or recommendations for City Council adoption.
- Oversees the enforcement of all City ordinances; monitors all contractual agreements with franchises and contractors.
- Represents the City in the community and at professional meetings; participates on a variety of boards and commissions; attends all City Council meetings.
- Negotiates contracts and solutions on a variety of administrative, fiscal, and special projects; participates in the preparation of program or special project budgets; analyzes and prepares recommendations on budget requests; monitors appropriate budget accounts.
- Administers specific program activities by planning, organizing, and supervising activities; establishes and implements, with approval, operating policies and procedures.
- Confers with residents, businesses, and other individuals, groups, and outside agencies having an interest or potential interest in affairs of City concern; interprets, analyzes, and explains policies, procedures, and programs.
- Coordinates City activities with other governmental agencies and outside organizations; appoints administrative committees for coordination of services and activities.
- Responds to and resolves difficult and sensitive citizen inquiries and complaints.
- Models respectful working relationships and creates a workplace that supports all employees; leads City efforts in successfully responding to the changing needs of a diverse organization and the commitment to equity, diversity, inclusion and belonging (DEIB). Facilitates staff development on such issues as diversity and creating a respectful working environment.
- Performs all duties as may be prescribed by City Council action.



THE IDEAL CANDIDATE

The City of Eugene seeks a dynamic, creative, and forward-thinking City Manager who embodies the principles of equity, inclusion, and transparency. The ideal candidate will be an approachable team player who values collaboration and consensus-building as key elements of effective leadership. They must also be highly adaptable and approachable with the ability to facilitate dynamic situations. With a proven track record of establishing strong working relationships and maintaining open lines of communication across all organizational levels, this individual will work closely with the City Council and Executive Team to align city initiatives with community values and goals.

As an authentic, results-driven, and engaged leader, the City Manager will understand the importance of mentorship and will serve as a model for integrity, responsiveness, and loyalty. A strong foundation in municipal administration is essential, including knowledge of public financing, budgeting, and legislative processes at both local and state levels. Experience with the challenges faced by homelessness is required for success. The ideal candidate will be a supportive and politically astute professional who brings experience working with diverse communities and navigating complex social, economic, and political landscapes. This individual will possess the ability to assess municipal operations critically, think creatively in problem-solving, and project the impact of various decisions. They will approach challenges with a solution-oriented mindset and will bring an understanding



of the relationships with many of the surrounding agencies.

This public facing role requires a candidate who is comfortable with heavy public engagement. The incoming City Manager will be a proven executive with public safety, finance, and labor unions who can navigate complex intergovernmental relations and energize external partnerships while sustaining the collaborative, authentic culture within the City. They will also have the ability to set direction and implement action, leading with empathy and accountability. With a balance of decisiveness and approachability, the City Manager will foster a cohesive, forward-thinking organization that is well-positioned to serve the City of Eugene today and into the future.

QUALIFICATIONS, COMPENSATION & BENEFITS

Any combination of training and experience that would provide the required knowledge, skills, and abilities is qualifying. A typical way to obtain the required qualifications would be:

Experience: Nine (9) years of increasingly responsible administrative and managerial experience in a municipal government or public agency involving responsibility for planning, organization, implementation, and supervision of varied work programs.

Training/Education: Equivalent to a Bachelor's Degree from an accredited college or university with major coursework in business administration, public administration, or a related field. A Master's Degree in public administration is highly desirable.

The salary range for the City Manager is \$238,076.80 to \$319,217.60 annually. Placement within this range is dependent on experience and qualifications.

The City also offers an excellent benefits package including:

- Health, Dental, and Vision Insurance
- Retirement
- Holidays
- Vacation and Sick Leave

For more information about benefits visit:

Benefits-at-a-Glance-Guide (eugene-or.gov)

OREGON EQUAL PAY ACT - CITY OF EUGENE PAY ANALYSIS

The City of Eugene determines starting pay within the range based on relevant education and experience as provided by the applicant in their application materials. This process is consistent with the Oregon Equal Pay Act (OEPA).

You can learn more about the process on the **City's How to Apply** page.

TO APPLY

If you are interested in this outstanding opportunity, please apply online at:

www.bobmurrayassoc.com

Filing Deadline:
November 3, 2025

First Round Interviews –
Closed Executive Session via
Zoom: week of 12/8/25

Second Round Interviews –
Panel Interviews in person:
week of 1/12/26

Following the closing date, resumes will be screened according to the qualifications outlined above. The most qualified candidates will be invited to personal interviews with Bob Murray & Associates. A select group of candidates will be asked to provide references once it is anticipated that they may be recommended as finalists. References will be contacted only following candidate approval. Finalist interviews will be held with the City of Eugene. Candidates will be advised of the status of the recruitment following selection of the City Manager.

If you have any questions, please do not hesitate to call Ms. Valerie Phillips or Mr. Jeff Mori at:

(916) 784-9080





COLORADO • SINCE 1878

City Manager



**BOB MURRAY
& ASSOCIATES**
EXPERTS IN EXECUTIVE SEARCH

THE COMMUNITY

Established in 1878, the City of Louisville has history rooted in coal mining and agriculture. Through the years, the City has grown into a vibrant, thriving, and innovative community of 21,000 residents with a high standard of living. Nestled along Colorado's Front Range, Louisville is located in Boulder County, just nine miles east of Boulder and 22 miles northeast of Denver. The City offers abundant recreational opportunities with approximately 1,900 acres of open space, 28 parks, and more than 32 miles of interconnecting trails for biking and walking. Louisville residents also have convenient access to arts and cultural amenities, excellent dining and shopping destinations, and the state's third highest ranked school district (one public high school, two public middle schools, and three public elementary schools). The Rocky Mountains are less than a half-hour away.

Louisville's authentic Main Street contributes to the charming character and hosts outdoor dining, craft breweries, galleries, boutiques, a state-of-the-art library, and much more. World class medical care includes the AdventHealth Avista Hospital and several other hospitals in Boulder, Lafayette, and Denver as well as the University of Colorado's Anschutz medical campus in Aurora. A robust transit system, the Regional Transportation District (RTD), connects the City to the region. Louisville is less than 45 minutes from Denver International Airport. The City's proximity to the University of Colorado, Front Range Community College, and the Colorado School of Mines, as well as several national laboratories including NOAA, NIST, and NCAR, and neighboring aerospace, quantum computing, and biotech companies has helped foster a robust high-tech business and manufacturing presence in Louisville's Colorado Tech Center, a master-planned business park.

In the City's 2024 Community Survey, 93% of survey respondents rated Louisville as a place to live as excellent or good, and 92% rated its quality of life as excellent or good. Residents continue to rate their community higher than other residents across the country.

THE CITY

The City of Louisville is a home rule municipality operating under the council-manager form of government. The seven-member City Council consists of the Mayor, who is elected at large,



and six Councilmembers who are elected from three wards, all of whom are elected on a non-partisan basis. The Mayor and Councilmembers serve four-year terms and are limited to two consecutive terms. Ward representative elections are staggered, and occur in odd-numbered years. The City Council sets policy, enacts ordinances, adopts the biennial budget, and hires the City Manager, who oversees day-to-day operations. The City Council also appoints the City Attorney, municipal judge, prosecuting attorney, and water attorney.

The City designed its structure and operations to ensure an open and responsive government that integrates a highly dedicated staff, thoughtful elected officials, an engaged and active citizenry, diverse businesses, and regional cooperation to provide high-quality and cost-effective services. Louisville provides a wide range of services to residents and businesses including water and sewer; police protection; planning, zoning, and building safety; street and road maintenance; parks, open space; a recreation and senior center; a library; a historical museum, and a golf course. The City employs 217 full-time employees and has a 2024 Operating and Capital Budget of \$95.3M. Council priorities for 2025 include economic vitality, core services, safety, and affordable housing; with a commitment to equity, diversity, and inclusion as well as environmental sustainability throughout all. To learn more about the City, please visit:

<https://www.louisvilleco.gov/home>



THE POSITION

The City Manager serves as the chief administrative and executive officer, implementing Council policies, providing organizational leadership, and managing the delivery of City services, programs, initiatives, and day-to-day business operations. Duties include working with elected officials to develop sound approaches to community challenges by bringing together resources to produce results that matter; helping the governing body develop a long-term vision for the community that provides a framework for policy development and goal-setting; bringing a community-wide perspective that considers past and future challenges to policy discussions; encouraging inclusion and building consensus among diverse interests (including those of the elected officials, the business community, and citizens) by focusing on the needs of the entire community; and developing and sustaining organizational excellence while promoting innovation.

Additional responsibilities include but are not limited to:

- Establishing and nurturing positive working relationships with community members, City staff, other governmental and non-governmental agencies, and the City Council.
- Making decisions or recommendations and overseeing the preparation and implementation of plans for the City.
- Conferring with Department Heads regarding administrative and operational problems and strategic plans.
- Directing and participating in the preparation and administration of the budget
- Performing all duties as prescribed by City Council.

THE IDEAL CANDIDATE

The City is seeking a seasoned, empathetic, collaborative, and strategic leader to serve as the next City Manager. The ideal candidate is trustworthy, ethical and professional, with the desire to support and empower staff. The ability to work with City Council; skill in decision making and prioritization; an understanding of process; and a commitment to Equity, Diversity, and Inclusion are required. A politically astute, proactive



candidate will do well in this role. Candidates should possess a strong knowledge of principles and practices of municipal budget and finance; economic development practices; and intergovernmental relations.

The ideal candidate is a highly effective communicator who is comfortable interacting with all audiences, including elected officials, businesses, nonprofits, other governmental entities, and an informed and highly engaged community. The City Manager must listen actively; collaborate on technical, economic, and political aspects of complex issues; and clearly articulate options and recommendations for consideration. The incoming City Manager should be an approachable leader who uses creativity to build and maintain partnerships. A strategic thinker with the ability to inspire and motivate others is desired.



Qualified candidates typically possess a Bachelor's Degree in public administration, finance, business administration, or a closely related field from an accredited college or university, and a minimum of five (5) years of related experience in a similar or larger organization. A Master's Degree and city management credentials, such as the International City Management Association Credentialed Manager or similar designation is highly desirable. The City Charter requires residency within the City in a time period set by the City Council.

COMPENSATION

The annual salary range for the City Manager is \$232,459.22 to \$330,186.98. Placement within this range is dependent on experience and qualifications. The City also offers an excellent benefits package including:

Retirement – MissionSquare Retirement 401(a); mandatory contribution of 5%, City contributes 6.5%.

Deferred Compensation Plan

Roth IRA Plan – MissionSquare

Medical Insurance – through Kaiser Permanente; Deductible HMO Plan or High Deductible Health Plan

Dental – Delta Dental PPO & Premier Plan

Vision Care – VSP

Flexible Spending Accounts, Health Savings Account, and Lifestyle Spending Account

Life and AD&D Insurance

Disability Insurance

Employee Assistance Program

Legal and ID Assistance

Holidays – 12 holidays per year, including the day after Thanksgiving and Christmas Eve

Sick Leave

Vacation Leave – annual accrual in the first three years of 240.12 hours, maximum accrual of 360.18 hours.

Other Benefits – Tuition Assistance Program, Recreation Center Membership

*The City does participate in withholding Social Security.

TO APPLY

If you are interested in this outstanding opportunity, please apply online at:

www.bobmurrayassoc.com

**Filing Deadline:
December 1, 2024**

Following the closing date, resumes will be screened according to the qualifications outlined above. The most qualified candidates will be invited to personal interviews with Bob Murray & Associates. A select group of candidates will be asked to provide references once it is anticipated that they may be recommended as finalists. References will be contacted only following candidate approval. Finalist interviews will be held with the City of Louisville. Candidates will be advised of the status of the recruitment following selection of the City Manager.

If you have any questions, please do not hesitate to call Ms. Valerie Phillips at:

(916) 784-9080





Response to solicitation: 2026-03

Town Administrator

PAONIA
C • O • L • O • R • A • D • O

Submitted to:
Town of Paonia

Submitted by:
Uhuru Consulting Inc dba UCG Staffing
3133 W Frye Rd Suite 1011
Chandler, Arizona 85226

Key Contact:
Adrian Davis
Principal Consultant
Email: adavis@ucgstaffing.com
Phone: (480) 351-2600

6/22/2026

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1 COVER LETTER & SUBMISSION CHECKLIST

1.1 TRANSMITTAL LETTER

On behalf of **Uhuru Consulting Inc dba UCG Staffing** ("UCG"), we are pleased to submit this proposal in response to **RFP 2026-03 Executive Search Services for the Position of Town Administrator** for the Town of Paonia, Colorado.

UCG is a national executive search firm headquartered in Chandler, Arizona, with deep expertise in municipal executive recruitment, stakeholder-centered hiring processes, and public-sector leadership transitions. We are particularly well suited for this engagement because Paonia is seeking more than a recruiter. The Town is seeking a trusted advisor that can help elected officials, staff, and community stakeholders define the leadership profile, conduct a disciplined and compliant search, facilitate a transparent finalist process, and support a successful hire by **February 1, 2027**.

We understand that Paonia's next Town Administrator must be capable of leading a small but operationally complex organization that provides police, public works, water, wastewater, trash, infrastructure, and recreational services while also fitting the culture of a close-knit Western Slope community with strong agricultural, artistic, and civic identity. Our approach is designed specifically for that type of assignment: high-touch, community-informed, and practical.

UCG's proposal addresses each required item in the RFP and provides the information necessary for the Hiring Committee to evaluate our qualifications, experience, project team, methodology, community engagement strategy, schedule discipline, quality controls, and fee structure. We appreciate the opportunity to be considered and would welcome the chance to support the Town in this important leadership recruitment.

Please contact **Adrian Davis** at adavis@ucgstaffing.com or **(480) 351-2600** with any questions regarding this proposal.

Respectfully submitted,

Adrian Davis

Principal Consultant / Project Director

Uhuru Consulting Inc dba UCG Staffing

1.2 FIRM IDENTIFICATION AND PRINCIPAL CONTACT

Legal Name	Uhuru Consulting Inc
DBA / Brand	UCG Staffing
Business Type	LLC
Year Founded	2022
Employee Size	10-50
Office Managing the Project	3133 W Frye Rd, Suite 1011, Chandler, AZ 85226 USA
Phone	(480) 351-2600
Website	https://www.ucgstaffing.com/
Primary Email	adavis@ucgstaffing.com
Principal Contact	Adrian Davis, Principal Consultant / Project Director
EIN / Tax ID	92-0538566
NAICS	561312

1.3 SUBMISSION CHECKLIST ACKNOWLEDGEMENT

The required **Attachment A Proposer Submission Checklist** is included as a separate attachment in the submission package and is not reproduced inline here, in accordance with the RFP instructions.

2 FIRM QUALIFICATIONS AND EXPERIENCE

2.1 FIRM HISTORY, SIZE, STRUCTURE, AND AREAS OF EXPERTISE

UCG is a specialized executive search firm focused on public-sector, mission-driven, and highly visible leadership recruitment. Since its formation in 2022, the firm has assembled a senior team with substantial prior experience in municipal executive recruitment, procurement, compliance, operations, compensation analysis, and stakeholder facilitation. While the current corporate structure is recent, the team's practical executive search experience spans well over a decade.

Our firm is intentionally structured to provide direct senior involvement throughout the life of each engagement. We do not operate on a volume model in which the proposal team disappears after award. Instead, the same senior professionals who shape the search strategy remain engaged in discovery, recruitment, screening, interview support, finalist coordination, negotiation support, and transition assistance. This model is particularly valuable for a town the size of Paonia, where success depends on judgment, responsiveness, and careful alignment with community expectations.

Our core areas of expertise include:

- Municipal executive search for City Manager, Town Administrator, Finance Director, Public Works, and other department head roles
- Candidate profile development tailored to local governance, operational complexity, and community culture
- Structured stakeholder engagement and public meeting facilitation
- Confidential candidate recruitment and screening
- Interview design, evaluation rubrics, and finalist process management
- Compensation benchmarking and offer support
- Public-sector process documentation, schedule control, and quality assurance

UCG does not rely on subconsultants for core delivery. All services for this engagement will be performed in-house by the team identified in this proposal.

2.2 UNDERSTANDING OF THE TOWN OF PAONIA AND PROJECT INTEREST

We are highly interested in this engagement because Paonia presents the type of search where UCG creates the most value: a community-focused executive appointment in a small municipality where the right fit must combine operational competence, political acumen, communication skills, and genuine alignment with local identity.

Based on the RFP, we understand that Paonia is a Western Slope town of approximately 1,500 residents with a strong sense of place shaped by organic agriculture, orchards, vineyards, wineries, arts, live music, festivals, and outdoor recreation. It is a town with visible community traditions and active civic stakeholders. That means the Town Administrator search cannot be approached as a generic local government recruitment. The recruitment profile, brochure, outreach messaging, and finalist process must reflect why the right candidate would choose Paonia and why Paonia should choose that candidate.

We also understand that although Paonia is small in population, its municipal operating responsibilities are substantial. The Town provides police services, public utilities, water, wastewater, trash, infrastructure maintenance, public buildings, sidewalks, drainage, and recreation-related services. The RFP further notes the complexity of the Town's potable water responsibilities, including a raw water system that is unusually complicated. This tells us the Town Administrator must be comfortable managing not only governance and administration, but also utility oversight, infrastructure planning, budget prioritization, departmental coordination, and public accountability.

We further understand that the Town operates under a Mayor-Town Board form of government, with a Mayor, six Trustees, volunteer boards, and a relatively lean staff. In this environment, the Town Administrator must be able to work effectively with elected officials, staff, legal counsel, volunteers, businesses, and residents in an open and collaborative manner. Our search process is built specifically to surface candidates who can succeed in that setting.

2.3 EXPERIENCE SERVING SMALL STATUTORY TOWNS AND SIMILAR MUNICIPALITIES

UCG has significant experience recruiting executive leaders for municipalities where the selected candidate must operate in a highly visible environment, work closely with elected officials, oversee multiple service areas, and adapt to the practical realities of lean staffing. Our strongest experience is in city manager and department head recruitment for communities where leadership fit matters as much as technical credentials.

Representative experience includes:

- **City of East Point, GA – City Manager:** Designed and delivered a comprehensive national search in partnership with City Council, from profile development through finalist interviews, resulting in a successful hire from a competitive national pool.
- **City of Compton, CA – City Manager:** Managed the full candidate intake and evaluation process and developed the selection rubric supporting a successful executive appointment.
- **City of Douglas, GA – City Manager:** Combined community engagement with national outreach to identify a leader aligned with local values, utility oversight needs, and economic development priorities.
- **City of Sierra Vista, AZ – Director of Finance:** Delivered a shortlist of qualified municipal finance leaders within 30 days, supporting a time-sensitive executive selection.
- **City of Gadsden, AL – Director of Finance:** Recruited a finalist pool aligned to municipal budgeting and modernization priorities.

These engagements are relevant because they required the same core capabilities Paonia is seeking: tailored candidate profiles, disciplined search execution, communication with public-sector stakeholders, transparent and defensible evaluation tools, and focus on long-term fit for small or mid-sized municipal organizations.

2.4 TAILORED CANDIDATE RECRUITMENT PROFILES

One of UCG's strengths is creating candidate recruitment profiles that are not generic job descriptions, but strategic tools for attracting the right leaders. For Paonia, we would develop a recruitment profile that integrates four dimensions:

- **Operational leadership:** experience managing core municipal functions, interdepartmental coordination, and service delivery
- **Utility and infrastructure competence:** ability to understand and oversee water, wastewater, public works, and capital issues, especially in a small-town environment

- **Governance and public engagement:** ability to support the Mayor and Board of Trustees, communicate effectively in public settings, and navigate open-government expectations
- **Community fit:** appreciation for Paonia’s agricultural base, arts community, civic character, and quality-of-life appeal

This profile will be developed through structured input sessions with the Mayor, Board, staff, and community participants so that the final recruitment messaging reflects the Town’s real priorities rather than assumptions. We have used this approach successfully in prior municipal executive searches to improve both candidate quality and stakeholder alignment.

2.5 REPRESENTATIVE TOWN ADMINISTRATOR AND CITY MANAGER PLACEMENTS

The RFP requests at least five successfully hired Town Administrators, preferably within Colorado and especially rural communities. UCG’s most directly relevant executive municipal placements include successful City Manager searches and analogous municipal executive searches where the selected leader served as the chief administrative executive of the organization.

Client	Role	Timeline	Relevance to Paonia
City of East Point, GA	City Manager	April–June 2025	Full-cycle search with elected-official coordination, tailored profile development, candidate screening, and finalist support.
City of Compton, CA	City Manager	September–November 2024	Managed intake, screening, evaluation rubric, and executive selection process in a high-visibility public environment.
City of Douglas, GA	City Manager	February–April 2024	Integrated community values, utility oversight considerations, and economic development priorities into the search.

In addition to these chief executive roles, UCG has completed executive searches for senior municipal leaders in finance, operations, and public works-related functions, which further demonstrates our ability to assess candidates for the functional complexity present in the Town Administrator role.

2.6 RECRUITMENT BROCHURE EXPERIENCE

UCG routinely develops customized recruitment brochures and candidate-facing position profiles that help municipalities tell their story, define the role clearly, and attract candidates who are both qualified and motivated by the community opportunity. For Paonia, the brochure would emphasize the Town's governance structure, service portfolio, natural setting, agricultural heritage, creative district energy, and lifestyle appeal, while also clearly communicating leadership expectations and the realities of the role.

The RFP requests at least three examples of brochures previously used that resulted in successful Town Administrator hiring. Those brochure samples will be provided as attachments to the submission package. They are not reproduced in full within this narrative in order to preserve proposal conciseness and maintain focus on Paonia's requirements.

3 PROJECT TEAM

3.1 PROPOSED PROJECT TEAM AND ROLES

UCG has assembled a senior team with deep experience in municipal executive recruitment, public agency operations, and stakeholder facilitation. Each team member has worked on City Manager or equivalent searches and brings specialized knowledge of council-manager dynamics, community engagement, and public-sector hiring protocols.

Name	Title	Role in This Engagement
Adrian Davis	Principal Consultant / Project Director	Primary point of contact. Leads project strategy, client communications, stakeholder engagement, candidate screening oversight, public meeting facilitation, finalist process support, and negotiation assistance.
Roland Rivers	Operations Lead	Oversees project logistics, documentation, compliance controls, schedule management, interview coordination, and process integrity.
Matt Powell	Lead Recruiter	Leads sourcing and outreach strategy, manages candidate communications, conducts structured screening activity, and prepares candidate summaries and interview materials.
Blayke Slater	Compensation Analyst / Financial Support	Supports salary benchmarking, compensation analysis, fee transparency, and negotiation strategy for finalist selection.

No subconsultants will be used for this project.

3.2 STAFFING PLAN AND AVAILABILITY

UCG deliberately limits the number of concurrent executive searches assigned to this core team so that each engagement receives focused senior attention. For Paonia, our staffing plan ensures continuity from kickoff through finalist selection, contract negotiation support, and transition assistance.

Team Member	Availability	Project Phase Coverage	Primary Responsibilities
Adrian Davis	Available throughout full project duration	Weeks 1–26	Kickoff, profile development, stakeholder meetings, Hiring Committee coordination, finalist process, offer and transition support.
Roland Rivers	Available throughout full project duration	Weeks 1–26	Schedule control, meeting logistics, documentation review, compliance checkpoints, deliverable quality control.
Matt Powell	Available throughout full project duration	Weeks 2–18	Recruitment launch, outreach, sourcing, screening interviews, candidate communications, shortlist preparation.
Blayne Slater	Available as needed with concentrated support during profile and offer stages	Weeks 1–4 and 20–26	Compensation benchmarking, salary-range validation support, finalist compensation analysis, negotiation support.

This staffing model aligns resources to the work intensity of each phase while maintaining full project oversight from start to finish. Because the same team remains engaged throughout, Paonia will not experience knowledge loss or repeated handoffs.

3.3 KEY PERSONNEL RESUMES

3.3.1 ADRIAN DAVIS — PRINCIPAL CONSULTANT / PROJECT DIRECTOR

Education	University of Phoenix – B.S. in Business Management, 2004 Miami University (Ohio) – Undergraduate Studies, 1995–1997
Experience	• Founder and Principal Consultant of Uhuru Consulting Inc dba UCG Staffing. • Over a decade of experience in public-sector executive recruitment with specialized expertise in sourcing and placing City Managers, Finance Directors, and senior municipal leaders. • Led high-visibility searches emphasizing transparency, stakeholder engagement, structured interviews, compliance with public hiring protocols, and results-focused onboarding. • Uhuru Consulting Inc dba UCG Staffing – Principal Consultant / Owner, July 2022 – Present. • Jonus Group – Vice President of Business Development & Recruiting, June 2021 – November 2022. • PRG – Senior Recruiting Manager, March 2020 – May 2021. • BEST IRS – Recruiting Manager, 2015 – 2019.

3.3.2 ROLAND RIVERS — OPERATIONS LEAD

Education	A.S. in Occupational Safety & Health, Columbia Southern University, 2011 Safety and Health Specialist Certification, University of California, San Diego, 2013
Certifications	• OSHA 500/510 – Construction Trainer Course Certificate • NIMS ICS-400, ICS-300, E/L 954 • AHA CPR/AED/First Aid Certified • Confined Space Trainer, Powered Industrial Truck Trainer
Experience	• More than 15 years of experience in municipal government, executive recruitment, and risk management. • Former City of Phoenix Purchasing Manager and Safety Program



Manager with deep knowledge of local government procurement, hiring policy, and interdepartmental coordination.

- **Uhuru Consulting Inc** – Chief of Operations, 2022 – Present.
- **City of Phoenix** – Procurement / Purchasing Manager, 2019 – 2022.
- **City of Phoenix – Aviation Department** – Safety Program Manager, 2013 – 2019.

3.3.3 MATT POWELL — LEAD RECRUITER

Education	Concordia University Chicago – Studies in Human Resources Management
Certifications	• Pursuing PHR Certification (HRCI)
Experience	• Experienced executive recruiter and account manager with over a decade of success delivering full-cycle recruitment for senior public- and private-sector roles. • Led sourcing, screening, and client coordination for municipal executive placements including City Managers, Finance Directors, and Public Works Officials. • Uhuru Consulting Inc dba UCG Staffing – Director of Recruiting & Client Services, August 2024 – Present. • Jonus Group – Senior Recruiter / Account Manager, June 2022 – August 2024. • PRG Recruiters – Senior Recruiter / Account Manager, May 2021 – June 2022. • Various Technical Staffing Firms (Chicago Area) – Senior Technical Recruiter, 2015 – 2021.

3.3.4 BLAYKE SLATER — COMPENSATION ANALYST / FINANCIAL SUPPORT

Experience	• Finance and consulting professional with expertise in financial
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operations, compensation analysis, and budget forecasting.

- Serves as fractional CFO for UCG Staffing and provides strategic financial guidance and compensation benchmarking for public-sector executive placements.
- **SlaterConsulting LLC** – Owner / Fractional CFO, 2022 – Present.
- **American Express** – Project Analyst I – Content Governance, 2024 – Present.
- **American Express** – Senior Analyst – Operational Expense Management, 2021 – 2023.

4 PROJECT UNDERSTANDING, COST AND APPROACH

4.1 SEARCH METHODOLOGY

UCG's search methodology is designed to help the Town identify and appoint a Town Administrator who can succeed operationally, politically, and culturally. Our process goes beyond posting and screening. We build a disciplined search around alignment, outreach, evaluation, and decision support.

Phase 1 – Discovery, Planning, and Alignment. We begin with preliminary visit(s) to Paonia to meet with Town staff, the Mayor, and the Board of Trustees. During this phase, we clarify the Town's strategic priorities, service delivery expectations, governance dynamics, leadership gaps, preferred management style, compensation parameters, and timeline expectations. We use that input to refine the position description, develop a candidate success profile, and confirm the search workplan.

Phase 2 – Community and Stakeholder Input. UCG will organize and facilitate a structured engagement session with community members, businesses, and organizations to gather input on the qualities, values, and priorities stakeholders want to see in the next Town Administrator. We synthesize this information into themes that inform the recruitment profile, interview criteria, and finalist evaluation framework.

Phase 3 – Recruitment Profile, Application, and Brochure Development. Using the information gathered in Phases 1 and 2, we create an agreed-upon candidate recruitment profile, prepare the position application materials, and develop a customized recruitment brochure. The brochure will position Paonia competitively by emphasizing both the professional opportunity and the community's distinctive quality of life.

Phase 4 – Recruitment Launch and Direct Outreach. UCG activates both public and private sector networks, professional associations, direct sourcing channels, and targeted outreach platforms. We do not rely solely on applicants. Executive municipal candidates are often passive candidates who must be identified, approached, and engaged directly.

Phase 5 – Screening and Evaluation. All applicants are reviewed against the agreed candidate profile. Qualified candidates advance through structured screening interviews focused on leadership scope, operational experience, utility and infrastructure familiarity, public engagement skills, and alignment with Paonia's culture. We then prepare detailed candidate summaries for the Hiring Committee, including qualifications, screening results, risks, strengths, and reference status.

Phase 6 – Interview and Finalist Support. UCG assists the Hiring Committee, Mayor, and Trustees with interview planning, facilitation tools, and narrowing the pool to no more than three finalists. We prepare interview questions, evaluation instruments, candidate briefing materials, and logistics plans for both confidential committee stages and public finalist stages.

Phase 7 – Due Diligence, Negotiation, and Transition. For finalists, we coordinate reference checks and background checks, support finalist meet-and-greet events and public-session interviews, assist with final selection deliberations, and support contract negotiation and transition planning so the successful candidate can be hired on or before February 1, 2027.

4.2 COMPLIANCE WITH COLORADO OPEN MEETINGS, CONFIDENTIALITY, AND EMPLOYMENT LAWS

Paonia's search requires a careful balance between transparency and confidentiality. UCG understands that Colorado local government hiring processes must comply with open-meeting requirements while also protecting candidate confidentiality to the extent permitted by law until finalists are properly identified and brought forward.

Our compliance approach includes:

- **Process design with counsel-aware checkpoints:** At kickoff, we confirm with the Town's designated representatives how the Town wishes to manage committee meetings, public notices, document circulation, and finalist disclosures consistent with Colorado requirements.
- **Confidential candidate handling:** During recruitment and initial screening, candidate identities and records are restricted to authorized UCG personnel and designated Town representatives involved in the confidential stages of the search.
- **Structured finalist transition:** Once finalists are identified for public consideration, UCG helps the Town move from confidential evaluation into compliant public-session activities, including finalist introduction materials, public interview structure, and documentation support.
- **Consistent documentation:** We maintain organized records of candidate screening, committee tools, interview materials, and process milestones to support fairness, defensibility, and administrative clarity.
- **Employment law compliance:** Our screening and evaluation process uses job-related criteria, structured interviews, consistent documentation, and standardized comparative tools to support compliance with applicable state and federal employment laws.

UCG does not provide legal advice, and we will coordinate the process in a manner that supports the Town's legal and governance framework. Where Town counsel direction is appropriate, we will align our procedures accordingly.

4.3 STAKEHOLDER ENGAGEMENT AND COMMUNITY INPUT

For a town like Paonia, stakeholder engagement is not a peripheral activity; it is part of building a recruitment profile that is credible, community-rooted, and useful. UCG's stakeholder engagement

method is designed to gather meaningful input without slowing the search or undermining candidate confidentiality.

Our approach includes:

- Facilitated listening session(s) with the Mayor, Board of Trustees, and Town leadership to identify operational and governance priorities
- Structured community meeting with residents, businesses, and organizations to identify desired leadership traits, key opportunities, and community concerns
- Thematic analysis of stakeholder input to identify the recurring competencies and values that should shape recruitment messaging and candidate evaluation
- Conversion of stakeholder themes into interview questions and evaluation criteria
- Support for a finalist meet-and-greet and open public interview session that invites staff and community observation and input while preserving a professional, fair process

UCG's role is to make stakeholder engagement productive and decision-oriented. We do not simply collect comments; we translate input into a practical candidate profile and structured evaluation framework.

4.4 CANDIDATE SOURCING, SCREENING, AND EVALUATION

UCG uses a proactive sourcing model designed to reach candidates who are qualified, interested in small-town leadership, and capable of managing both community relationships and municipal operations.

Key elements include:

- **Targeted sourcing:** We identify candidates from municipal management networks, public-sector associations, executive referral channels, and adjacent leadership roles in towns and small cities.
- **Customized outreach messaging:** We tailor outreach to the specific appeal of Paonia, emphasizing leadership opportunity, community identity, and the scope of the Town Administrator role.
- **Structured screening interviews:** We evaluate candidates against agreed criteria, including municipal operations, utility oversight, budget and policy capability, board relations, communication style, leadership philosophy, and interest in relocation to a rural Western Slope community.
- **Preliminary validation:** We assess compensation fit, relocation readiness, and potential concerns before candidates are presented to the Hiring Committee.
- **Candidate summaries:** For semi-finalists, we provide concise but substantive written summaries so the Town can compare candidates on the factors that matter most.

This process helps the Town avoid two common search risks: a pool that is broad but not relevant, and a pool that is technically qualified but not aligned with the community and governance environment.

4.5 SELECTION SUPPORT, FINALIST MANAGEMENT, NEGOTIATION, AND TRANSITION

Once the candidate pool is narrowed, UCG remains actively involved to help the Town move efficiently and confidently to hire.

Our selection support includes:

- Preparing structured interview agendas and question sets for committee and board use
- Providing evaluation tools to promote consistency across interviewers
- Coordinating finalist logistics, communications, and briefing materials
- Managing reference checks and background check coordination
- Supporting public finalist meet-and-greet sessions and open-session interviews
- Facilitating debriefs and helping the Town distinguish between strong and best-fit candidates
- Assisting with compensation analysis, offer strategy, negotiation support, and transition coordination

Our goal is not merely to identify candidates, but to help the Town secure acceptance from the preferred candidate and complete a successful leadership transition by the required date of **February 1, 2027**.

4.6 WEEKLY PROJECT SCHEDULE

Week	Phase	Key Activities	Start	Deliverables
1	Kickoff and Initial Alignment	Kickoff meeting; confirm governance expectations, process roles, schedule, communication protocol, and preliminary visit agenda.	August 2026	Project workplan
2	Preliminary Visit and Leadership Discovery	Meet with staff, Mayor, and Board; refine job description; assess priorities; begin salary and benefits review.	August 2026	Discovery notes; draft candidate profile
3	Community and Stakeholder Engagement	Facilitate community/business/organization input session; collect and analyze stakeholder themes.	August 2026	Stakeholder themes summary

4	Profile Finalization	Finalize candidate recruitment profile, position application, and search strategy with Town leadership.	August 2026	Final profile; application framework
5	Brochure and Recruitment Launch Prep	Create recruitment brochure; finalize advertising plan and outreach list; confirm review/approval.	September 2026	Recruitment brochure
6	Launch Search	Post position, activate networks, begin direct outreach to prospective candidates.	September 2026	Active recruitment campaign
7	Active Outreach	Continue sourcing and direct recruiting; respond to applicant inquiries; monitor application flow.	September 2026	Status update
8	Active Outreach	Expand outreach to passive candidates and municipal leadership associations.	September 2026	Candidate pipeline update
9	Application Review	Review applications for completeness and minimum qualifications; begin initial screening prioritization.	October 2026	Screening roster
10	Structured Screening	Conduct structured screening interviews and preliminary candidate assessments.	October 2026	Screening evaluations
11	Structured Screening	Continue screening; validate interest, compensation fit, and relocation readiness.	October 2026	Updated candidate assessments
12	Semi-Finalist Development	Prepare detailed candidate summaries and supporting documentation.	October 2026	Semi-finalist report

13	Hiring Committee Review	Present initial round candidate summaries, screening results, and reference status to Hiring Committee.	November 2026	Committee presentation
14	Interview Planning	Develop interview questions, scoring tools, and committee interview agenda.	November 2026	Interview toolkit
15	Committee Interviews	Facilitate confidential interview stage and support narrowing to finalists.	November 2026	Finalist recommendation support
16	Finalist Due Diligence	Coordinate reference checks and background checks for finalist candidates.	November 2026	Due diligence summaries
17	Public Finalist Planning	Prepare finalist packets, public interview logistics, and community meet-and-greet framework.	December 2026	Finalist event plan
18	Finalist Public Sessions	Support finalist meet-and-greet and open public session interviews.	December 2026	Public session facilitation
19	Selection Support	Facilitate debrief and assist Town in identifying preferred candidate.	December 2026	Selection advisory support
20	Negotiation Preparation	Review compensation parameters, offer strategy, and candidate motivators.	January 2027	Offer strategy memo
21	Contract Negotiation Support	Assist Town with offer communication and candidate negotiations.	January 2027	Negotiation support
22	Acceptance and Transition	Confirm candidate acceptance and support transition planning.	January 2027	Transition coordination

23-26	Contingency and Final Closeout	Maintain communication through onboarding transition and ensure readiness for start date.	January 2027	Search closeout support
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This schedule is intentionally paced to allow meaningful stakeholder engagement, a credible recruitment period, and sufficient finalist due diligence while still supporting a completed hire on or before **February 1, 2027**.

4.7 PRICING AND FEE STRUCTURE

UCG Staffing proposes a professional services fee equal to **30% of the selected executive's first-year total cash compensation**, including base salary and any guaranteed cash allowances or stipends.

This fee includes the full retained search scope described in this proposal, including planning, stakeholder engagement, recruitment profile development, recruitment brochure creation, national outreach, candidate screening, interview facilitation support, reference coordination, background check coordination, and negotiation/transition assistance.

Reimbursable expenses, if any, will be billed at cost only with prior written approval and supporting documentation.

Optional Hourly Rates for Additional Scope

Role	Hourly Rate
Principal Consultant / Project Director	\$325/hr
Operations Lead	\$225/hr
Lead Recruiter	\$200/hr
Compensation Analyst / Financial Support	\$175/hr

5 COMMUNITY ENGAGEMENT AND EQUITY

5.1 COMMUNITY, BUSINESS, AND ORGANIZATIONAL INPUT STRATEGY

UCG's community engagement strategy is designed to help the Town gather input that is broad enough to be meaningful but structured enough to support decision-making. For Paonia, we recommend an early facilitated engagement session with residents, business leaders, agricultural stakeholders, arts and cultural participants, and other community organizations.

We would use a structured discussion format centered on questions such as:

- What leadership qualities should the next Town Administrator bring?
- What operational or community challenges should this person be prepared to address?
- What makes Paonia distinctive, and what should candidates understand about the community before applying?
- What communication style and leadership presence will build trust locally?

UCG will summarize the input into decision-useful themes rather than raw commentary, then incorporate those themes into candidate outreach messaging, structured screening criteria, and finalist evaluation tools.

5.2 FINALIST PUBLIC SESSION APPROACH

Once the Town identifies up to three finalists, UCG will support a professional and well-managed public session process that gives staff, community members, businesses, and organizations the opportunity to meet finalists and observe them in a public setting.

Our role includes:

- Designing the finalist public agenda and question format
- Preparing finalists for the public-facing portion of the process
- Assisting the Town in separating public engagement activities from decision deliberation activities
- Creating feedback tools that capture useful observations without undermining fairness
- Supporting orderly logistics, timing, and communication

This process allows the Town to preserve transparency and community confidence while maintaining a consistent and respectful candidate experience.

5.3 EQUITY, FAIRNESS, AND EMPLOYMENT LAW COMPLIANCE

UCG understands that executive recruitment must be both inclusive and legally sound. Our approach applies state and federal employment law principles through the use of job-related criteria, consistent screening standards, standardized questions, documented evaluation tools, and disciplined comparative review.

We support equity in practice by:

- Broadening outreach beyond applicants who self-select into the process
- Using structured candidate evaluation tied directly to agreed qualifications and leadership competencies
- Applying the same screening framework to all candidates
- Helping the Town focus on evidence, fit, and job requirements rather than informal or inconsistent impressions

Our prior searches have demonstrated the ability to produce strong and diverse candidate pools without sacrificing qualifications or organizational fit.

6 QUALITY ASSURANCE

6.1 QUALITY CONTROL FRAMEWORK

UCG's internal quality control approach is built on senior oversight, documented checkpoints, and role-based accountability. Because all core services are performed in-house, we are able to maintain consistency across messaging, candidate evaluation, documentation, and schedule management.

Our quality control framework includes:

- **Kickoff control:** confirm scope, schedule, responsibilities, and approval pathways at project launch
- **Deliverable review:** all key external documents, including the recruitment profile, brochure, interview tools, and candidate summaries, are reviewed internally before release to the Town
- **Screening consistency:** candidate interviews use structured criteria tied to the agreed recruitment profile
- **Schedule tracking:** weekly milestone monitoring by the Operations Lead to identify and correct slippage early
- **Documentation control:** version tracking and centralized records for candidate materials, committee tools, and process updates
- **Final-stage verification:** finalist references, due diligence coordination, and negotiation support are managed through formal checklists to reduce omissions

6.2 ACCURACY, TIMELINESS, AND DELIVERABLE COMPLETENESS

Accuracy, timeliness, and completeness are especially important in a public-sector executive search because the process is visible, schedule-sensitive, and consequential. UCG addresses these priorities in the following ways:

- **Accuracy:** Candidate records, interview notes, summaries, and compensation analyses are reviewed before presentation to the Town. We verify core facts and resolve discrepancies early.
- **Timeliness:** Our team has a documented track record of **100% on-time delivery** across public-sector engagements in our recent portfolio.
- **Completeness:** Each project phase has defined deliverables and internal handoff checks so that the Town receives what it needs to make informed decisions at each milestone.

These controls reduce the risk of schedule drift, inconsistent candidate evaluation, incomplete reporting, or preventable process errors.

7 SCHEDULE AND AVAILABILITY

7.1 MILESTONE COMMITMENT THROUGH FEBRUARY 1, 2027

UCG is fully available to perform this engagement within the Town's required timeframe. Our proposed schedule supports contract start shortly after award, active search execution beginning in August 2026, finalist activity in late 2026, negotiation in January 2027, and a completed hire by **February 1, 2027**.

The proposed team has sufficient availability to maintain momentum across all phases, including onsite or virtual meetings, public engagement support, screening, committee coordination, and finalist management. Because the assignment will be handled by a dedicated senior team, we can maintain continuity and responsiveness even during the highest-intensity periods of the search.

7.2 DEPENDENCIES AND ASSUMPTIONS

Our proposed schedule assumes timely participation and decision-making by the Town. Key project dependencies include:

- The Town designates a primary point of contact to coordinate communications and approvals
- Town leadership is available for kickoff, community input sessions, interviews, and finalist deliberations
- Recruitment materials, including the position profile and brochure, are reviewed and approved within five business days of submission
- Decisions regarding candidate advancement are made in a timely manner to maintain schedule discipline
- The Town provides access to relevant documents, policies, budget information, and strategic priorities needed to refine the candidate profile
- Background investigation providers, applicants, and references respond in a timely manner

UCG can adjust tactical details as needed, but the overall hire-by date depends on disciplined milestone management by all parties.

8 REFERENCES

8.1 COLORADO AND COMPARABLE CLIENT REFERENCES

The RFP requests at least three client references for similar work performed in Colorado within the past four years. UCG's current content library includes strong recent executive search references; however, complete Colorado-specific reference details are not fully available in the materials provided for this draft. The final submission should include at least three Colorado references with full contact information if available.

Reference	Organization / Title	Project Role	Outcome
Dr. Carla Mejía	VP of Administration, Affordable Housing Partners	Director of Strategic Initiatives	Finalist slate achieved 60% diversity; role filled in 50 days; client praised onboarding readiness and transition support.
Brian Ramsey	CEO, BridgePoint Community Development Corporation	Chief Operating Officer	Candidate placed with redevelopment and wellness leadership background; stakeholder interviews highlighted strong alignment with operational priorities.
Dr. Lena Martinez	Dean of Student Life, California State University, East Bay	AVP for Student Equity and Belonging	Role filled within 8 weeks; 100% Search Committee satisfaction rating on candidate preparation, finalist presentation, and post-placement support.

9 PROOF OF INSURANCE

To: UHURU CONSULTING INC DBA: UCG STAFFING

*** BINDER ***
04/16/2025

From: Brad Taylor
bradtaylor@aibme.com

Renewal Of: NEW

Insured: **UHURU CONSULTING INC**
DBA: UCG STAFFING
Mailing **3301 W FRYE RD SUITE 101**
Address: **CHANDLER, AZ 85286**

NOTE: This policy will be billed by the Company in 2 installments. Do not bill or collect the down payment.
Next year's renewal is set up to be Direct Billed.

Thank you for your order to bind. We appreciate your business! We have bound the below coverage. Policy to Follow Shortly

POLICY INFORMATION

COMMERCIAL EXCESS LIABILITY POLICY		
Policy Number:	XL 1668567	
Policy Period:	04/15/2025 to 04/15/2026	
Carrier:	United States Liability Insurance Company	
Status:	Admitted	
A.M. Best Rating:	A++ (Superior) - XIV	
COVERAGE	PREMIUM	
Excess Liability	\$920.00	
Each Occurrence Limit	\$2,000,000	
Personal & Advertising Injury Limit	\$2,000,000	
Products/Completed Operations Aggregate Limit	Included	
General Aggregate Limit (other than Products/Completed Operations)	\$2,000,000	
POLICY PREMIUM (This premium may be subject to adjustment.)	\$920.00	

UNDERLYING POLICY SCHEDULE

Underlying Carrier	General Liability	Limits of Insurance
United States Liability Insurance Group	Each Occurrence	\$1,000,000
GL 1290292	Personal & Advertising Injury	\$1,000,000
04/15/2025 - 04/15/2026	Products/Completed Operations Aggregate	Included
	General Aggregate	\$2,000,000

COVERED LOCATION(S)

PER UNDERLYING POLICY/POLICIES

APPLICABLE FORMS & ENDORSEMENTS

Please contact us with any questions regarding the terminology used or the coverages provided.

Page 1 of 2

The following forms apply to the policy

IUL100 07/06	Expected or Intended Injury Exclusion	IUL117 09/10	Nuclear Energy Liability Exclusion (Broad Form)
JACKET AZ 07-19	Policy Jacket	L 838 PFAS 03/23	Exclusion - Perfluoroalkyl And Polyfluoroalkyl Substances (PFAS)
L-367 08/03	Minimum Earned Premium Endorsement	L-549 12/07	Absolute Professional Liability Exclusion
TRIADN 12/20	Disclosure Notice of Terrorism Insurance Coverage	XL 465 12/16	Exclusion - Unmanned Aircraft
XL-542 12/20	Exclusion of War and Certified Acts of Terrorism	XL101 05/07	Automobile Exclusion
XLP 07/05	Excess Liability Policy		

To: UHURU CONSULTING INC DBA: UCG STAFFING

*** BINDER ***

04/15/2025

From: Brad Taylor
bradtaylor@aibme.com

Renewal Of: NEW

Insured: **UHURU CONSULTING INC**
DBA: UCG STAFFING

Mailing Address: **3301 W. FRYE RD.**
SUITE 101

NOTE: This policy will be billed by the Company in 2 installments. Do not bill or collect the down payment.
Next year's renewal is set up to be Direct Billed.

Thank you for your order to bind. We appreciate your business! We have bound the below coverage. Policy to Follow Shortly

POLICY INFORMATION

SPECIFIED PROFESSIONS POLICY	
Policy Number:	SP 1583109
Policy Period:	04/15/2025 to 04/15/2026
Carrier:	United States Liability Insurance Company
Status:	Admitted
A.M. Best Rating:	A++ (Superior) - XIV
COVERAGE PART	PREMIUM
Specified Professions Professional Liability Errors And Omissions	\$1,918.00
Each Claim Limit	\$1,000,000
Annual Aggregate Limit	\$2,000,000
Deductible	\$5,000
Retroactive Date	4/15/2025
POLICY PREMIUM	\$1,918.00

APPLICABLE FORMS & ENDORSEMENTS

The following forms apply to the Specified Professions Professional Liability Errors And Omissions coverage part

CONSA (06/19)	Specified Professions Professional Liability Application	JACKET AZ 07-19	Policy Jacket
PL 1 PFAS 03/23	Exclusion - Perfluoroalkyl And Polyfluoroalkyl Substances (Pfas)	PROF-001 06/01	Absolute Pollution Exclusion - Professional
PROF-002 05/07	Mold, Fungus, Bacteria, Virus And Organic Pathogen Exclusion	SP 07/09	Specified Professions Professional Liability Coverage Form
SP 210 07/09	Retroactive Date Endorsement	SP 212 07/09	Amendment Of Definition Of Insured Endorsement
SP 260 07/09	Certain Professional Services Exclusion Endorsement	SP 273 07/09	Defense Costs Within The Limit Of Liability Endorsement
SP 283 04/13	Pro Security Endorsement	SP 288 10/13	Professional Services Limitation
SP AZ 07/21	Arizona State Amendatory Endorsement		

Please contact us with any questions regarding the terminology used or the coverages provided.

Page 1 of 2

From: Brad Taylor
bradtaylor@aibme.com

Insured: **UHURU CONSULTING INC**
DBA: UCG STAFFING

Mailing Address: **3301 W FRYE RD SUITE 101**
CHANDLER, AZ 85286

**NOTE: This policy will be billed by the Company in 2 installments. Do not bill or collect the down payment.
Next year's renewal is set up to be Direct Billed.**

Thank you for your order to bind. We appreciate your business! We have bound the below coverage. Policy to Follow Shortly

POLICY INFORMATION

COMMERCIAL LIABILITY POLICY	
Policy Number:	GL 1290292
Policy Period:	04/15/2025 to 04/15/2026
Carrier:	United States Liability Insurance Company
Status:	Admitted
A.M. Best Rating:	A++ (Superior) - XIV
COVERAGE PART	PREMIUM
Commercial Liability	\$500.00
Each Occurrence Limit	\$1,000,000
Personal & Advertising Injury Limit (Any One Person/Organization)	\$1,000,000
Medical Expense (Any One Person)	\$5,000
Damages To Premises Rented To You (Any One Premises)	\$100,000
Products/Completed Operations Aggregate Limit	Included
General Aggregate Limit	\$2,000,000
POLICY PREMIUM (This premium may be subject to adjustment.)	\$500.00

COVERED LOCATION(S)

1 - 1373 W Longhorn Dr, Chandler, AZ 85286

APPLICABLE FORMS & ENDORSEMENTS

The following forms apply to the Commercial Liability coverage part

CG 21 06 12/23	EXCLUSION - ACCESS OR DISCLOSURE OF CONFIDENTIAL OR PERSONAL MATERIAL OR INFORMATION	CG0001 12/07	Commercial General Liability Coverage Form
CG0068 05/09	Recording And Distribution Of Material Or Information In Violation Of Law Exclusion	CG2109 06/15	Exclusion - Unmanned Aircraft
CG2136 03/05	Exclusion - New Entities	CG2139 10/93	Contractual Liability Limitation

Please contact us with any questions regarding the terminology used or the coverages provided.

Page 1 of 2

CG2147 12/07	Employment-Related Practices Exclusion	CG2173 01/15	Exclusion Of Certified Acts Of Terrorism
CG4032 05/23	Exclusion - Perfluoroalkyl and Polyfluoroalkyl Substances (PFAS)	IL0017 11/98	Common Policy Conditions
IL0021 09/08	Nuclear Energy Liability Exclusion Endorsement	IL0258 04/21	Arizona Changes - Cancellation and Nonrenewal
JACKET AZ 07-19	Policy Jacket	L-232s 09/05	Classification Limitation Endorsement
L-278 03/14	Independent Contractors/Subcontractors Exclusion	L-549 12/07	Absolute Professional Liability Exclusion
L-599 10/12	Absolute Exclusion for Pollution, Organic Pathogen, Silica, Asbestos and Lead with a Hostile Fire Exception	L-610 11/04	Expanded Definition Of Bodily Injury
L-618C 09/09	Amendment Of Premium Audit Conditions	L-783 02/14	Amendment Of Liquor Liability Exclusion
LLO100 07/06	Amendment Endorsement	LLO368 08/10	Separation Of Insureds Clarification Endorsement

10 OTHER REQUIRED INFORMATION

10.1 PROPOSAL COMPLIANCE AND RESPONSIVENESS

UCG has prepared this proposal to be concise, complete, and responsive to each item identified in the RFP. We understand that failure to include required information may result in a proposal being deemed non-responsive. This proposal is intended to provide sufficient information for the Town to evaluate our qualifications, approach, staffing, schedule discipline, quality assurance processes, and relevant experience.

We also acknowledge that the proposer bears all costs associated with preparation and submission of the proposal and is responsible for the accuracy of the proposal content provided.

The Town's required acceptance of RFP conditions, acknowledgment of terms, and conflict-of-interest compliance are addressed through submission and separate certifications/attachments as applicable, rather than repeated substantively in this narrative.

10.2 ATTACHMENT A

Proposer Submission Checklist

RFP 2026-03 Executive Search Services for the Position of Town Administrator

- ☒ **Cover Letter** Introduce the firm, identify the principal contact person, and state the office location managing the project.
- ☒ **Completed Checklist** Attach this Proposer Submission Checklist (Attachment A).
- ☒ **Firm Qualifications and Experience** Provide firm's history, size, organizational structure, and areas of expertise. Include names of 5 communities with successful Administrator hires and 3 examples of recruitment brochures
- ☒ **Project Team** Identify project manager and key staff. Include resumes with relevant certifications, qualifications, experience, roles, and availability.
- ☒ **Project Understanding Cost & Approach** Outline standard search methodology/procedures and explain how it will meet Town's job search needs and proposed cost of services with description of fee structure/breakdown
- ☒ **Community Engagement & Equity** Describe approach to organizing initial community, business and other organizations input at start of the process and final public open session interviews of finalist candidates.
- ☒ **Quality Assurance and Compliance** Identify internal quality control processes to ensure accuracy, timeliness, and completeness of deliverables.
- ☒ **Schedule and Availability** Confirm ability to complete all Scope of Work steps in order for a contract with an Administrator to be executed by **February 1, 2027**.
- ☒ **References** Provide contact information for at least three (3) client references for similar work performed in Colorado within the past four (4) years.
- ☒ **Proof of Insurance** Submit documentation meeting minimum Town and FHWA requirements.
- ☒ **Other Required Information** Include any additional information deemed relevant by the proposer.
- ☒ **Electronic** Submit as a single PDF, titled: *"RFP 2026-03 Executive Search Services for*

Submission *the Position of Town Administrator [Insert Firm Name.]”*

✓ **Deadline**
Confirmation

Submission must be received no later than **12:00 P.M. (Noon), Friday, July 31, 2026 (MT)** by email to **Paonia@TownofPaonia.com** and cc'd to Town Clerk **SamiraV@TownofPaonia.com**.

10.3 CONFIDENTIAL OR PROPRIETARY INFORMATION

If any portion of the final submission package contains proprietary or confidential information, it will be clearly marked by the proposer in accordance with the RFP. This narrative proposal does not intentionally include confidential commercial material requiring special treatment beyond ordinary proposal handling.



JULY 2026

Executive Search Services for the Position of Town Administrator

RFP 2026-03 | TOWN OF PAONIA, CO

PRESENTED BY

Greg M. Prothman

President, GMP Consultants

GMP CONSULTANTS

Greg@gmphr.com

(206) 714-9499

www.gmphr.com



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July 22, 2026

Honorable Mayor & Board of Trustees
c/o Office of the Town Clerk
Town of Paonia
214 Grand Ave., PO Box 460
Paonia, CO 81428

Dear Mayor and Members of the Board of Trustees,

Thank you for considering GMP Consultants to lead the recruitment of the Town of Paonia's next Town Administrator. We have reviewed the Town's Request for Proposals (RFP 2026-03) and are pleased to submit a proposal that responds fully to its scope of services, schedule, and evaluation criteria.

GMP Consultants specializes in executive search for local government, having conducted more than 900 recruitments nationwide, including numerous Town Administrator, Town Manager, and City Manager searches for small, full-service communities like Paonia. We understand the dynamics of a small, statutory town on Colorado's Western Slope, governed by a Mayor and Board of Trustees with a Town Administrator, and we know how to reach highly qualified candidates, including those who are not actively seeking a change.

A sample of our current and recently completed Administrator and Manager searches is shown below:

Current Searches

City of Lakewood, CO – City Manager
City of Cannon Beach, OR – City Manager
City of Richfield, MN – City Manager
City of Toppenish, WA – City Manager
City of Kirksville, MO – City Manager
City of Lake Oswego, OR – City Manager
City of Roseburg, OR – City Manager

Recently Completed Rural Searches

Town of Silverthorne, CO - Town Manager
City of West Wendover, NV — City Manager
City of Chelan, WA — City Administrator
City of La Grande, OR — City Manager
Crook County, OR — County Manager
City of Moab, UT — City Manager
City of Shady Cove, OR — City Administrator
City of John Day, OR — City Manager

This search will be led by Malcolm Fleming, a senior consultant and former Colorado Town and City Manager, supported by a dedicated team providing candidate outreach, evaluation, background review, and stakeholder facilitation. Our transparent, well-managed process is backed by an 18-month placement guarantee and responsive, personal service. Please contact me at (206) 714-9499 or greg@gmphr.com with any questions.

Sincerely,

Greg M. Prothman
President

About Us

Our Foundation

GMP Consultants is a public sector executive search firm with a collective 630 years of local government leadership experience. We pride ourselves in strong regional and national relationships.

GMP Consultants value the importance of local government in our communities. We offer our clients experienced subject matter experts with a solid understanding of municipal government coupled with decades of experience.

We have served in a wide range of executive positions, from city and county management to public works, planning, human resources, management information systems, police, fire and finance.

Personnel Availability

Our assigned team is dedicated to Paonia for the full search. Malcolm Fleming, Brenda Gabbitas, and Kate Hansen, PMP, stay personally engaged from kickoff through finalist interviews and the 18-month guarantee period. GMP limits concurrent engagements so your project manager and key staff can meet every milestone and stay available to the Town at each decision point.

Our Qualifications

Founded and led by Greg M. Prothman, GMP consultants have worked on over 900 executives searches and over 100 public sector consulting projects.

Our senior search consultants are seasoned municipal leaders who are active in both national and state associations in their respective professional disciplines.

Our Philosophy

Our business philosophy centers on the understanding that this is a people related industry.

We have worked and lived in communities across the country, so we know first-hand that public service is both similar and unique in implementation one community to the next.

Our team takes the time to learn your values and vision so we can tailor our systematic process to your needs.

GMP Consultant's Mission

To provide exceptional executive search, interim placements, and organizational consulting partnering with our clients to provide the highest quality services to their residents.

Why Choose GMP

What You Can Expect From a GMP Recruitment

SERVICE & RELATIONSHIP	Our consultants provide outstanding service and build lasting relationships with both clients and candidates
CUSTOMIZED SOLUTIONS	We take time to learn your needs, values, and vision, creating solutions tailored to your agency
PEOPLE FIRST	We prioritize quality communication, working closely with you and your candidates through every stage of the process
RECRUITMENT EXPERIENCE	GMP Consultants are accomplished municipal leaders who as a team have completed over 900 executive recruitments bring access to quality applicant pools
18 MONTH GUARANTEE	We offer an 18-month guarantee on your selection. We don't just find qualified candidates, we focus on finding right fit for your agency and community, ensuring a smooth leadership transition

Why GMP for Paonia

- **Proven on Colorado's Western Slope** - Our Colorado searches include Gunnison County, Eagle County, and Silverthorne, mountain and Western Slope communities that share Paonia's small-town character.
- **Built for small, statutory towns** - We understand a roughly 1,500-resident town with a Mayor and Board of Trustees delivering everything from Police and Public Works to potable water, wastewater, and trash services.
- **Responsive to your process and timeline** - Our work plan meets the Town's schedule and scope of services, delivering a Town Administrator on or before February 1, 2027 while keeping the Mayor, Board, and Hiring Committee engaged at every decision point.
- **Senior-led team with an 18-month guarantee** - Malcolm Fleming, a former Colorado Town and City Manager, leads a search backed by 900-plus placements and our 18-month fit guarantee.
- **Attuned to Paonia's community context** - We appreciate the North Fork Valley's distinctive identity, from organic agriculture, wineries, and a vibrant arts scene to outdoor recreation and one of the West's most complex raw water systems, and we recruit leaders who will embrace it.

Meet Your Recruitment Team

Malcolm Fleming – Senior Consultant



Malcolm has served in executive level positions in local government since 1990 during which he built a solid record of accomplishments in organizational development and team building, economic development, affordable housing, environmental sustainability, fiscal stewardship, financing and executing large capital projects, and place making. His service includes 17 years in Colorado as Erie Town Manager and Louisville City Manager, 10 years in Washington State as Bellingham Chief Administrative Officer and Kitsap County Administrator, and 7 years as Deputy County Manager in Bernalillo County, NM. Malcolm is a past-president of the Washington City-County Management Association (WCCMA), served on the board of directors of the Association of Washington Cities (AWC), and was named “City Manager of the Year” by the Colorado City/County Management Association (CCCMA). Malcolm earned his Master’s degree in Public Policy from the Harvard Kennedy School and his Bachelor’s degree in Industrial Supervision from Northern Arizona University. Malcolm enjoys skiing, mountain biking, hiking/backpacking, woodworking, gardening, movies, music, dance, and world affairs.

Brenda Gabbitas – Project Manager



Brenda brings more than a decade of experience collaborating with communities and stakeholders across the globe in both the public and private sectors. As a Project Manager with GMP, she has successfully led projects for clients throughout the United States, with a strong emphasis on strategic communication, operational organization, and exceptional client service. Her background spans education, international online instruction, and financial services, enabling her to foster meaningful, long-term relationships while consistently delivering high-quality results and an elevated client experience. In addition to her professional expertise, Brenda holds a bachelor’s degree in Elementary Education from Utah Valley University.

Kate Hansen – Operations Manager



Kate brings 20 years of project management and administration experience spanning private business, nonprofit, and government. She is a certified Project Management Professional (PMP) and holds a B.A. in Theatre from Chapman University, with an emphasis in stage management. Kate brings a distinguishing blend of attention to detail, creativity, and critical thinking. Having served as a fire district administrator, political campaign manager and elected official, Kate possesses multi-faceted experience in local government.

Malcolm Fleming, Senior Consultant

City Manager & Executive Municipal Leader

EXECUTIVE PROFILE

Seasoned city executive with over 35 years of local government leadership experience, including nearly two decades as a City Manager in Colorado communities. Recognized for strong fiscal stewardship, organizational stability during transition, collaborative council–manager relationships, and delivery of complex capital, housing, sustainability, and placemaking initiatives. Demonstrated expertise leading cities through growth, crisis response, and long-term strategic transformation—directly aligned with the Town of Paonia’s current Town Administrator search.

CORE LEADERSHIP STRENGTHS

City Manager recruitment & executive assessment • Council–Manager governance • Organizational stabilization & transition leadership • Fiscal stewardship & AAA bond ratings • Budget innovation & program-based budgeting • Community engagement & stakeholder facilitation • Capital program planning & delivery • Affordable housing & placemaking • Sustainability & resilience • Regional collaboration

PROFESSIONAL EXPERIENCE

Town of Erie, CO

Town Manager | 2019–2026

- Chief executive overseeing a \$79M operating and \$294M capital budget and 250+ FTEs during rapid growth and organizational change.
- Achieved Moody’s Aaa bond rating, strengthened long-range financial planning, and led major capital, housing, and Town Center redevelopment initiatives.
- Guided organization through COVID, council turnover, home-rule adoption, and succession planning while maintaining high employee engagement.

City of Manitou Springs, CO

Interim City Administrator | 2018

- Stabilized organization during transition; corrected structural budget deficits, aligned departments to Council priorities, implemented merit-based pay, and supported successful recruitment of permanent City Administrator.

City of Louisville, CO

City Manager | 2007–2017

- Led a full-service municipality through the Great Recession, major floods, and sustained economic growth.
- Delivered over \$150M in capital projects, advanced affordable housing, revitalized downtown, and implemented nationally recognized community engagement practices.
- Honored as Colorado City Manager of the Year (2016).

City of Bellingham, WA

Chief Administrative Officer | 2005–2007

Kitsap County, WA

County Administrator | 1998–2005

EDUCATION & AFFILIATIONS

- Master of Public Policy, Harvard Kennedy School
- ICMA & CCMA – Active Member
- Urban Land Institute – Advisor
- Board experience in healthcare and nonprofit governance

Brenda Gabbitas, Project Manager

Executive Search Project Manager

EXECUTIVE PROFILE

Brenda brings more than a decade of experience collaborating with communities and stakeholders across the globe in both the public and private sectors. As a Project Manager with GMP, she leads executive search projects for clients throughout the United States, drawing on a background in education, international online instruction, and financial services that built her strengths in scheduling, communication, and precise recordkeeping. Patience, perseverance, and calm attention to detail define her approach, allowing her to foster meaningful, long-term relationships while consistently delivering high-quality results and an elevated client experience.

CORE STRENGTHS

Executive search project management • Strategic communication across digital channels • Multi-time-zone scheduling & coordination • Recordkeeping accuracy & attention to detail • Client service & relationship management • Google & Microsoft application proficiency • Quick, effective decision making

PROFESSIONAL EXPERIENCE

GMP Consultants

Project Manager | Recruiting Assistant

- Leads executive search projects for municipal and public-sector clients throughout the United States.
- Coordinates communication, scheduling, and documentation across every phase of the search.
- Fosters long-term client relationships while delivering high-quality results and an elevated client experience.

ZebraEnglish

Independent Contractor | 2020-2021

- Coordinated multiple schedules across international time zones and taught an online English curriculum to students in China.

Adopted new programs and platform updates to meet evolving client and student needs, and kept clients informed of progress at regular intervals.

Reagan Academy

- Elementary Educator | 2019-2021
- Maintained schedules and progress records for more than 40 students and built kindergarten curriculum that met and exceeded state standards.
- Led trainings and supported colleagues through new pandemic guidelines, flexing daily plans in reaction to constant change.
- America First Credit Union
- Teller, Level 5 | 2014-2018
- Executed fast-paced transactions with a high level of precision to keep financial records complete and accurate.
- Guided clients through a wide range of questions and concerns, taking on loan assistance beyond the scope of the role.

• EDUCATION

- Bachelor's Degree, Elementary Education, Utah Valley University (2018)

Kate Hansen, Operations Manager

Operations Manager, PMP

EXECUTIVE PROFILE

Kate is a certified Project Management Professional (PMP) with extensive experience leading complex initiatives across the public, private, and nonprofit sectors. She pairs disciplined schedule and deliverable oversight with a distinguishing blend of attention to detail, creativity, and critical thinking. Having served as a fire district administrator, political campaign manager, business manager, and elected fire commissioner, Kate offers multi-faceted, firsthand experience in local government and the boards and communities it serves.

CORE STRENGTHS

Project & schedule management • Deliverable quality control • Process & systems improvement • Local government operations & public records • Board and campaign management • Stakeholder communication • Attention to detail • Critical thinking

PROFESSIONAL EXPERIENCE

GMP Consultants

- Operations Manager | 2022-Present
- Manages day-to-day operations of a nationwide executive search firm and provides oversight across active projects.

Studio 85

- Owner / Project Manager | 2010-2023
- Led project and event management engagements and systems improvement work for private and nonprofit clients.

Northshore Fire (King County Fire Protection District 16)

Administrative Specialist | 2016-2020

- Provided business management for the Training, Operations, Administration, and Fire Prevention divisions.
- Served as Public Records Officer and Board Secretary.

Ayers for San Juan County Council

- Campaign Manager | 2012-2013
- Managed a county-wide campaign spanning eight rural islands.

The Funhouse (Nonprofit Children's Center)

- Business Manager | 2008-2012
- Expanded donor and vendor relationships to strengthen the organization's stability, and implemented a system to track regulatory filings and monthly business.

• COMMUNITY LEADERSHIP

- Orcas Island Fire & Rescue, Fire Commissioner (2023-2025) • Orcas Longhouse, Board Member (2023-Present) • Orcas Recycling Services, Board Officer (2014-2022) • Actors Theater of Orcas Island, Stage Manager & Vice President (2010-2024)

• EDUCATION & CERTIFICATION

- Certified Project Management Professional (PMP)
- B.A. in Theatre, Chapman University, 2007 (emphasis in stage management)

Work Plan & Approach

We understand that this is not just filling a position but is a leadership transition within your organization. Our goal is to not only find a highly qualified candidate but a candidate who is the perfect fit for your organization and the community.

We suggest a four-phase process:

PHASE 1: PREPARATION

- Create Search Schedule & Plan
- Engage Stakeholders
- Identify Ideal Candidate Traits
- Design Recruitment Profile



PHASE 2: SOURCING

- Place Targeted Advertisements
- Mail Invitation to Apply Flyers
- Send Emails to Potential Candidates
- Make Phone Calls to Potential Candidates

PHASE 3: ASSESSMENT

- Identify & Research Leading Candidates
- Conduct Preliminary Interviews
- Hold Work Session for Client to Select Finalists



PHASE 4: SELECTION

- Design Final Interviews
- Conduct Reference & Background Checks
- Finalist Interviews
- Select Chosen New Hire & Negotiate

1. Preparation

Information Gathering & Profile Development

Planning Meeting

We meet with you to:

- Review the Scope of Work
- Establish a project schedule
- Identify the geographic scope of the search
- Review the compensation package
- Identify Key Stakeholders

Stakeholder Engagement

Your Lead Consultant will meet with Key Stakeholders individually or collectively as appropriate to identify your agency's needs and the skills, talents & abilities necessary to help your agency thrive

Position Profile Development

Our design team will develop a custom Position Profile highlighting:

- Why Apply?
- Quality of Life
- Your Agency
- The Position
- Ideal Candidate Traits
- Challenges & Opportunities
- Compensation & Benefits
- Your social media

2. Sourcing

Strategic Outreach & Marketing

Advertising

Develop custom ads and post the position to extensive job boards and websites in regional and national professional associations along with postings on GMP's Job Board and LinkedIn page

Invitation to Apply

Our team creates a custom *Invitation to Apply* flyer mailed to our extensive database of Town Administrator professionals in your state and the surrounding areas

E-mail Outreach

We will send email announcements to our extensive collection of over 4,500 Town Administrator professionals both locally and nationally

Personal Calls

Our consultant team will leverage their extensive knowledge of potential candidates to make personalized requests to potential candidates and their network

3. Assessment

Candidate Review & Screening

Receipt of Applications

Your lead consultant will review all application materials and send you regular updates on the candidate pool

Preliminary Interviews

Once the most promising candidates have been identified, GMP will complete a robust screening process of all semifinalists that includes:

- In-depth internet query (including publicly available social media)
- An extensive preliminary interview with your lead consultant
- Candidate summary with consultant recommendations

Work Session

Your search team will meet with you to review candidate assessments. You will select candidates to move forward to final interviews. GMP will guide you through design of a customized final interview process

4. Selection

Final Interviews

Preparation

- Conduct reference checks
- Facilitate candidate communications & travel
- Develop final interview materials including master interview schedule, draft interview questions, and candidate packets

Interviews & Selection

Your lead consultant will be on-site to facilitate

- Final interviews
- Panel debrief
- Evaluation of the candidates and potential consensus

Employment Offer

Once a preferred candidate is identified your GMP will

- Conduct criminal history background check
- Assist in identifying potential contract elements
- Assist in the job offer and contract negotiations (if asked)
- Notify all unsuccessful finalists

Stakeholder Engagement Process

Strong stakeholder engagement is what separates a credible public-sector search from a routine one. Because no two communities are alike, GMP works directly with the Town of Paonia to choose from the examples below and build a **transparent, inclusive process** customized to the needs of Paonia, turning community input into clear leadership criteria while balancing openness and inclusion with the confidentiality an executive search requires.

Why We Engage

- **Define success** - Translate community values and agency needs into clear leadership competencies
- **Build legitimacy** - Ensure the next Town Administrator is seen as credible and broadly supported
- **Surface risks early** - Identify political dynamics, internal tensions, and reform expectations
- **Strengthen transition** - Align expectations so the new leader succeeds from day one

How We Gather Input

- **Structured interviews** – 20–40 minute one-on-one conversations with Town Council members and senior leaders
- **Focus groups** – Facilitated 6–12 person sessions with line staff and community groups
- **Surveys** – Anonymous, segmented employee and community input for quantifiable data
- **Listening sessions** – Open public forums, in person and virtual, that build transparency and trust

Principles That Make It Work

- **Transparency with boundaries** – We publish a process roadmap and clarify what input shapes versus what stays confidential
- **Neutral facilitation** – Third-party facilitators reduce bias and build trust across polarized groups
- **Equity-centered access** – Engage community partners with multiple formats, and translated materials to widen participation
- **Consistent messaging** – Every stakeholder hears the same timeline, criteria, and process steps

Who We Engage

- **Internal** – Town Council, executive and department staff, and HR, legal, and town administration
- **External** – Residents, neighborhood associations, business leaders and chambers, advocacy groups, and partner agencies
- **Equity-centered** – Deliberate outreach to historically underrepresented voices
- Stakeholders are segmented by **influence and impact**, not role alone

From Input to Leadership Profile

- Synthesize themes into **core competencies and leadership priorities**
- Document **success factors and risks** to guide the search
- Deliver a **Stakeholder Engagement Summary** and **Position Profile**
- Translate input directly into **screening and interview criteria**

What Sets GMP Apart

- **Depth of engagement** - Well beyond a single survey and a handful of interviews
- **National benchmarking** - Stakeholder input measured against best practices at comparable agencies
- **Actionable synthesis** - Themes translated into measurable, scoreable candidate criteria
- **Former-executive facilitators** - Neutral leaders who have served in the Town Administrator role

Quality Assurance & Compliance

GMP delivers an accurate, on-time, and complete search through a disciplined internal quality-control system. Every deliverable is reviewed at multiple checkpoints, tracked against the **February 1, 2027 hire date**, and produced in full compliance with Colorado open meeting and candidate-confidentiality laws.

Accuracy of Deliverables

Two-person review - Every position profile, brochure, advertisement, and candidate report is drafted by the lead consultant and proofed by a second reviewer before release

- **Verified information** - Employment history, education, and certifications are confirmed before any candidate is presented
- **Client sign-off** - The Town approves the profile, advertising, and finalist slate at each milestone

Completeness of Deliverables

- **Scope-linked checklist** - A deliverable checklist mirrors the RFP Scope of Services so no item is missed
- **Phase-gate reviews** - Each phase closes only when all deliverables are complete and approved
- **Final QA audit** - A full review before finalist interviews confirms every required item is delivered

Quality Control Roles & Checkpoints

- **Lead Consultant** - Malcolm Fleming owns candidate assessment quality and client communication
- **Project Manager** - Brenda Gabbittas owns document quality and stakeholder coordination
- **Operations Manager** - Kate Hansen, PMP, owns the schedule, checklists, and final deliverable audit

Timeliness & Schedule Adherence

Milestone schedule - A written weekly work plan is set at kickoff and tracked to the February 1, 2027 hire date

- **Dedicated schedule owner** - Operations Manager Kate Hansen, PMP, monitors every deadline and flags slippage early
- **Standing status updates** - Regular progress reports to the Town Clerk and Hiring Committee at each phase gate

Compliance: Colorado Law & Confidentiality

- **Open meetings** - Process structured to comply with Colorado open meeting requirements throughout the search
- **Candidate confidentiality** - Applicant identities are protected under Colorado statutes until finalists reach open public session
- **Equal opportunity** - Adherence to all applicable state and federal employment and EEO laws in screening and selection

Continuous Improvement & Guarantee

- **Real-time feedback** - Hiring Committee input at each milestone is incorporated immediately
- **Lessons learned** - Every search closes with a documented review that sharpens the next
- **18-month guarantee** - Accountability well beyond the hire, backed by our placement guarantee

Professional References

Town of Silverthorne, CO

Jonnah Glassman - Councilmember
jglassman@silverthorne.org

[REDACTED]

Town of Vail, CO

Russell Forrest – Town Manager
rforrest@vailgov.com

[REDACTED]

Town Manager

City of Golden, CO

Kristen Meier – Human Resources Director
kmeier@cityofgolden.net

[REDACTED]

Finance Director (2)
Police Chief

City of Olympia, WA

Jay Burney – City Manager
jburney@ci.olympia.wa.us

[REDACTED]

Public Works Finance Manager
Fire Chief
Human Resources Director
Public Works Director

Recruitment Schedule

Recruitments take approximately 90 to 100 days to complete

Kickoff Meeting		You & GMP: Meet to discuss timeline & search process
Profile Development	Week 1-2	GMP: Meet with key stakeholders & create position profile
Advertising	Week 3-7	GMP: Post ads; conduct candidate outreach
First Review	Week 8 -9	GMP: Conduct candidate screening & preliminary interviews
Work Session	Week 10	You & GMP: Review semifinalists and choose finalist candidates
Final Interview Prep.	Week 11-12	GMP: Conduct reference checks, create interview schedule, coordinate travel with candidates
Final Interviews	Week 12	GMP: Facilitate finalist interview process
Hiring Selection		You: Host interviews & make hiring selection

Professional Fee & Expenses

The professional fee for conducting a Town Administrator search is \$19,500. Professional fees cover all consultant and staff time required to conduct the recruitment. Expenses are additional. Professional fees are billed in three equal installments: at the beginning, halfway, and upon completion of the final interviews. If needed, re-advertising the position can be completed for an administrative fee of \$950 plus expenses.

Your Agency will be responsible for reimbursing expenses incurred on the Agency's behalf. All expenses are submitted at actual cost with no markup. In no event will the total cost of professional fees and expenses exceed a not-to-exceed amount of \$27,500.

Expenses Include:

Job boards	\$1,800 - \$2,200
Direct Mail Announcements	\$1,700 - \$2,000
Consultant Travel	IRS mileage rate + \$87.50/hr.
Background Checks	\$225 per candidate

Guarantee & Warranty

Guarantee

Should the selected candidate leave the employment of your Agency within the **first 18 months** of appointment, we will conduct an additional recruitment for the cost of expenses only, if requested to do so within six months of the employee's departure.

Warranty

If the major elements of the process are followed and a candidate is not chosen, we will repeat the recruitment for a \$950 administrative fee plus expenses.

Additional Services

First Year Goals & Six-Month Evaluation – \$3750

We will assist in the selected candidate's success by working with the town to establish goals and expectations for the first year of service. We will also conduct a six-month performance evaluation designed to provide constructive and helpful feedback on work efforts and accomplishments to date, to provide any potential mid-course corrections and ensure success.

Leadership Assessment - \$2,000 *(per candidate)*

GMP partners with Martin-McAllister who works with organizations to understand the skills and characteristics that are most important to them in making hiring decisions. Using a combination of validated inventories and an interview with a licensed psychologist, we evaluate candidates' problem-solving skills and style, personality characteristics, work style, motivations, and professional goals to give organizations a prediction of what they would see from candidates on the job. If organizations have specific questions or areas of concern, we intentionally explore those areas in our assessments and if desired, we compose written reports on each candidate to summarize their key job-related characteristics and to provide insights into their individual strengths and developmental needs.

Related Searches By GMP Consultants

City & County of Broomfield, CO

Deputy City & County Manager

Eagle County, CO

County Manager

Town of Silverthorne, CO

Town Manager

City of Thorne Bay, AK

City Administrator

Inyo County, CA

Deputy County Administrator

Mono County, CA

County Admin Officer

City of Ketchum, ID

City Administrator

City of Sun Valley, ID

City Administrator

City of Medina, MN

City Administrator

North Branch, MN

City Administrator

City of Kalispell, MT

City Manager

City of Whitefish, MT

City Manager

City of West Wendover, NV

City Manager

City of Astoria, OR

City Manager (2)

City of Canby, OR

City Administrator

City of Cottage Grove, OR

City Manager

City of Gladstone, OR

City Administrator

City of John Day, OR

City Manager

City of Lincoln City, OR

City Manager

City of Mt. Angel, OR

City Manager

City of Colorado Springs, CO

Assistant City Manager

Gunnison County, CO

Assistant County Manager

City & Borough of Sitka, AK

Municipal Administrator

City of Emeryville, CA

City Manager

Inyo County, CA

County Admin Officer

Blaine County, ID

County Administrator

City of Lewiston, ID

City Manager

City of Brainerd, MN

City Administrator

City of North Branch, MN

City Administrator

City of Belgrade, MT

Assistant City Manager

City of Livingston, MT

City Manager

County Water District of Billings Heights, MT

General Manager

County of Los Alamos, NM

County Administrator

City of Bandon, OR

City Manager

City of Coburg, OR

City Administrator

City of Damascus, OR

City Manager

City of Hermiston, OR

City Manager

City of La Grande, OR

City Manager (2)

City of McMinnville, OR

City Manager

City of North Plains, OR

City Manager

City of Louisville, CO

City Manager

Gunnison County, CO

County Manager

City & Borough of Wrangell, AK

Borough Manager

City of South Lake Tahoe, CA

City Manager

Mono County, CA

Assistant County Admin Officer

City of Hailey, ID

City Administrator

City of Post Falls, ID

City Administrator

City of Centerville, MN

City Administrator

City of Oak Park Heights, MN

City Administrator

City of Belgrade, MT

City Manager (2)

City of Polson, MT

City Manager

Town of West Yellowstone, MT

Town Manager (2)

City of Minot, ND

City Manager

City of Burns, OR

City Manager

City of Coquille, OR

City Manager

City of Drain, OR

City Administrator

City of Hood River, OR

City Manager

City of Lebanon, OR

City Manager

City of Milwaukie, OR

City Manager

City of Ontario, OR

City Manager

City of Scappoose, OR
City Manager (2)

City of Troutdale, OR
City Manager

City of West Linn, OR
City Manager

City of Woodburn, OR
City Administrator

Clatsop County, OR
County Manager (2)

Deschutes County, OR
County Administrator

Lane County, OR
County Administrator

City of Moab, UT
Assistant City Manager

City of Arlington, WA
City Administrator

City of Bingen, WA
City Administrator

City of Carnation, WA
City Manager (2)

City of Clyde Hill, WA
City Administrator

City of Covington, WA
City Manager

City of Edgewood, WA
City Manager (2)

City of Fircrest, WA
City Manager (2)

City of Issaquah, WA
Deputy City Administrator

City of Kennewick, WA
City Manager

City of Lake Stevens, WA
City Administrator

City of Leavenworth, WA
City Administrator (2)

City of Medina, WA
City Manager (2)

City of Shady Cove, OR
City Administrator

City of Umatilla, OR
City Manager

City of Wilsonville, OR
City Manager

City of Yachats, OR
City Manager

Crook County, OR
County Manager

Deschutes County, OR
Fair & Expo Director

North Plains, OR
City Manager

City of Moab, UT
City Manager

City of Bainbridge Island, WA
City Administrator

City of Bothell, WA
Assistant City Manager

City of Chehalis, WA
City Manager (2)

City of College Place, WA
City Administrator

City of DuPont, WA
City Administrator

City of Ellensburg, WA
City Manager

City of Gig Harbor, WA
City Administrator

City of Kelso, WA
City Manager

City of Lacey, WA
City Manager (2)

City of Lakewood, WA
Assistant City Manager

City of Longview, WA
City Manager

City of Mill Creek, WA
City Manager

City of Toledo, OR
City Manager

City of Waldport, OR
City Manager

City of Wood Village, OR
City Manager

Clackamas County, OR
County Administrator

Curry County, OR
County Administrator

Hood River County, OR
County Administrator

City of Spearfish, SD
City Administrator

Summit County, UT
County Manager

City of Battle Ground, WA
City Manager (2)

City of Bothell, WA
Deputy City Manager

City of Chelan, WA
City Administrator (3)

City of Connell, WA
City Administrator (2)

City of Duvall, WA
City Administrator

City of Fife, WA
City Manager

City of Issaquah, WA
City Administrator

City of Kenmore, WA
City Manager (3)

City of Lake Forest Park, WA
City Administrator (3)

City of Lakewood, WA
City Manager (2)

City of Lynden, WA
City Administrator

City of Monroe, WA
City Administrator

City of Moses Lake, WA

City Manager (3)

City of Mukilteo, WA

City Administrator

City of Normandy Park, WA

City Manager

City of Pasco, WA

City Manager (3)

City of Prosser, WA

City Administrator

City of Ridgefield, WA

City Manager

City of Shelton, WA

City Administrator

City of Shoreline, WA

Deputy City Manager

City of Stanwood, WA

City Administrator

City of Sunnyside, WA

City Manager

City of Walla Walla, WA

City Manager

City of Woodland, WA

City Administrator

City of Yelm, WA

City Administrator

Greys Harbor County, WA

County Administrator

Lewis County, WA

County Manager

Snohomish County, WA

Executive Director (2)

Town of Friday Harbor, WA

Town Administrator

City of Gillette, WY

City Administrator

City of Sheridan, WY

City Administrator

City of Mountlake Terrace, WA

Assistant City Manager

City of Mukilteo, WA

Management Services Director

City of North Bend, WA

City Administrator

City of Pasco, WA

Deputy City Manager

City of Puyallup, WA

City Manager

City of Sammamish, WA

City Manager (2)

City of Shelton, WA

Management Assistant

City of Spokane Valley, WA

City Manager

City of Stevenson, WA

City Administrator

City of Tumwater, WA

City Administrator

City of White Salmon, WA

City Administrator

City of Yakima, WA

Assistant City Manager

Franklin County, WA

County Administrator

Island County, WA

County Administrator

Mason County, WA

County Administrator

Thurston County, WA

Assistant Chief Admin Officer

**Yakima Valley Conference of
Governments, WA**

Executive Director

City of Rawlins, WY

City Manager

City of Mountlake Terrace, WA

City Manager (2)

City of Newcastle, WA

City Manager (2)

City of Othello, WA

City Administrator

City of Port Angeles, WA

City Manager

City of Renton, WA

Chief Admin Officer

City of SeaTac, WA

City Manager

City of Shoreline, WA

City Manager (2)

City of Spokane Valley, WA

Deputy City Manager

City of Sultan, WA

City Administrator

City of Vancouver, WA

Assistant City Manager

City of Woodinville, WA

City Manager

City of Yakima, WA

City Manager

Grays Harbor County, WA

County Administrator

Jefferson County, WA

Central Services Director

San Juan County, WA

County Manager

Town of Friday Harbor, WA

City Administrator

City of Casper, WY

City Manager

City of Riverton, WY

City Administrator

Appendix – Work Samples

The following documents are examples of our **position profile** and **invitation to apply letter** materials.

Additional samples are available at <https://www.gmphr.com/>

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TOWN MANAGER

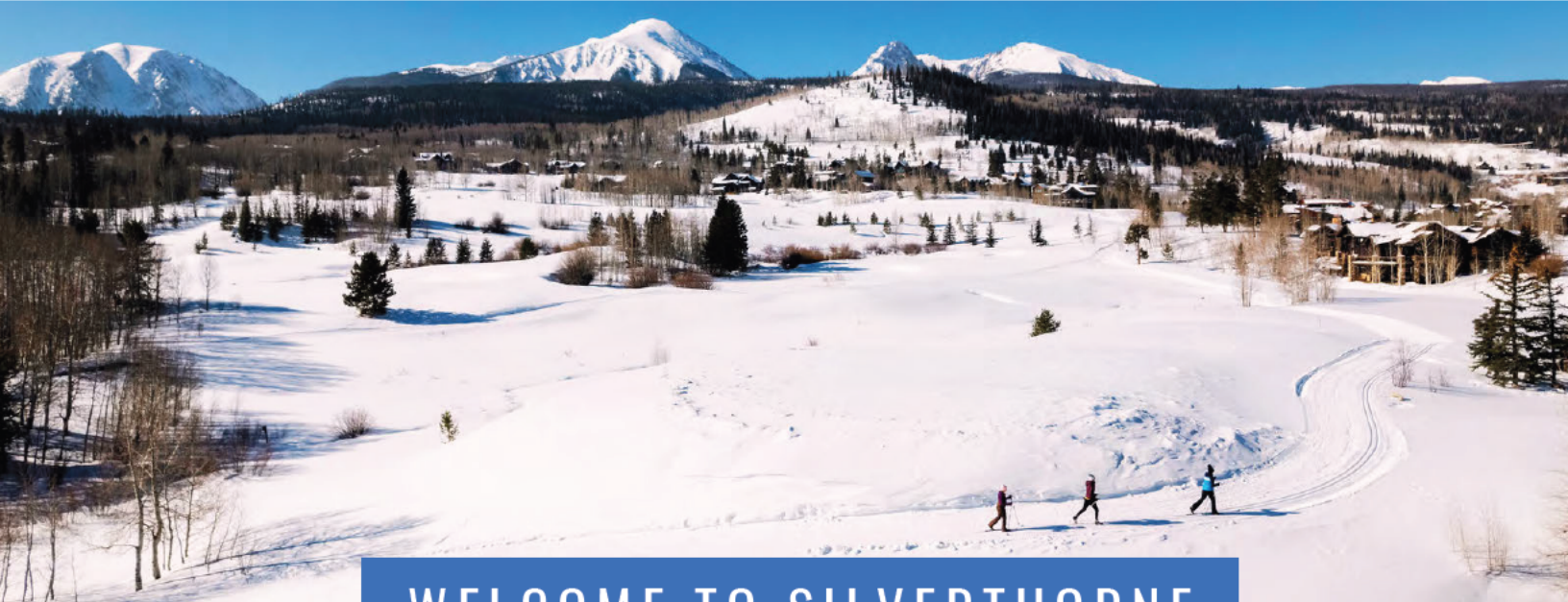
SILVERTHORNE *Colorado*



Why Apply?



This is an exceptional opportunity to bring your passion for public service and make a positive impact at the dynamic and future-focused town of Silverthorne in the heart of the Rocky Mountains. The new Town Manager will come into a very stable organization that benefits from a deep sense of volunteerism and vibrant “can-do” community spirit among residents and a strong core of Town staff who are mission-oriented and driven. Silverthorne is in a high-profile part of the state and the town culture benefits from its tight-knit community and small-town feel. Economic development and redevelopment opportunities abound. Come work with great people and enjoy a work-life balance in a world-renowned outdoor destination that attracts over 2.5 million people a year.



WELCOME TO SILVERTHORNE

Tucked in the heart of Colorado’s Rocky Mountains at an elevation of 8,700 feet, Silverthorne is a modern mountain town of 5,571 residents and the most populous town in Summit County. Located about 70 miles west of Denver, Silverthorne sits at the crossroads of I-70 and Highways 6 and 9—making it a natural gateway to Colorado’s high country.

Silverthorne lies in the Lower Blue River Valley, beneath the towering peaks of Buffalo Mountain (12,781 feet) and Red Peak (13,189 feet) and is bordered on two sides by national forest and wilderness areas. Silverthorne attracts a high volume of visitors year-round, drawn by its stunning mountain setting and wide range of outdoor recreation opportunities. Its prime location offers quick access to world-renowned ski areas like Keystone, Breckenridge, and Copper Mountain, all less than 30 minutes away. In warmer months, the area draws outdoor enthusiasts for hiking, mountain biking, and camping. Water lovers have plentiful opportunities for fishing, rafting, sailing, and paddleboarding at North Pond Park, the famed Blue River which runs through the heart of town, or at the nearby Dillon Reservoir.

With a growing arts and culture scene, Silverthorne has emerged as a creative hub within the county. The Silverthorne Performing Arts Center, the Silverthorne Pavilion, and the Art Spot Makerspace along with public art installations and community events, including the popular First Friday series, add energy to the walkable town core. The revitalized downtown offers coffee shops, local restaurants, craft breweries, boutiques, and outdoor gear outfitters. Bluebird Market Hall brings together local food vendors and communal gathering spaces, while The Outlets at Silverthorne feature national retailers like Banana Republic, Columbia Sportswear, Le Creuset, and Ralph Lauren. In addition, Silverthorne boasts a 65,000 square foot recreation center that is currently undergoing a 26,000 square foot expansion, state-of-the-art parks, and the Blue River Trail, further enhancing the town’s amenities.

Located in the major tourist destination of Summit County, Silverthorne has become an increasingly attractive location for residents, businesses, second homeowners, and remote workers. The Town has a mission to serve its residents with high-level services while also inviting abundant tourism to thrive.



THE TOWN OF SILVERTHORNE

Incorporated in 1967, the Town of Silverthorne serves a population of 5,571 across 4.1 square miles in Summit County, Colorado. The Town operates with a 2025 General Fund budget of \$24 million, a total All-Funds budget of \$83 million (including \$29 million for the Recreation Center expansion), and a team of 120 full-time and 219 part-time and seasonal employees.

Town Departments include:

- Town Manager's Office
- Finance & Administrative Services
- Human Resources
- Information Technology
- Parks, Recreation, Open Space & Trails
- Communications
- Community Development
- Public Safety
- Public Works
- Arts, Events & Venues

The Town administers the Joint Sewer Authority which provides wastewater treatment and sewer services to areas within and outside of town boundaries. Summit Fire & EMS is a separate entity from the town which provides emergency medical and fire response to Silverthorne and surrounding areas.

Silverthorne is a home rule community consisting of a council-manager form of government. The Town Council consists of the Mayor and six council members elected at large for four-year overlapping terms. Council members are elected based on the largest number of votes received, while the election of the Mayor requires a majority of all the votes cast for that position. The Town Council appoints the Town Attorney, Municipal Judge, and Town Manager.

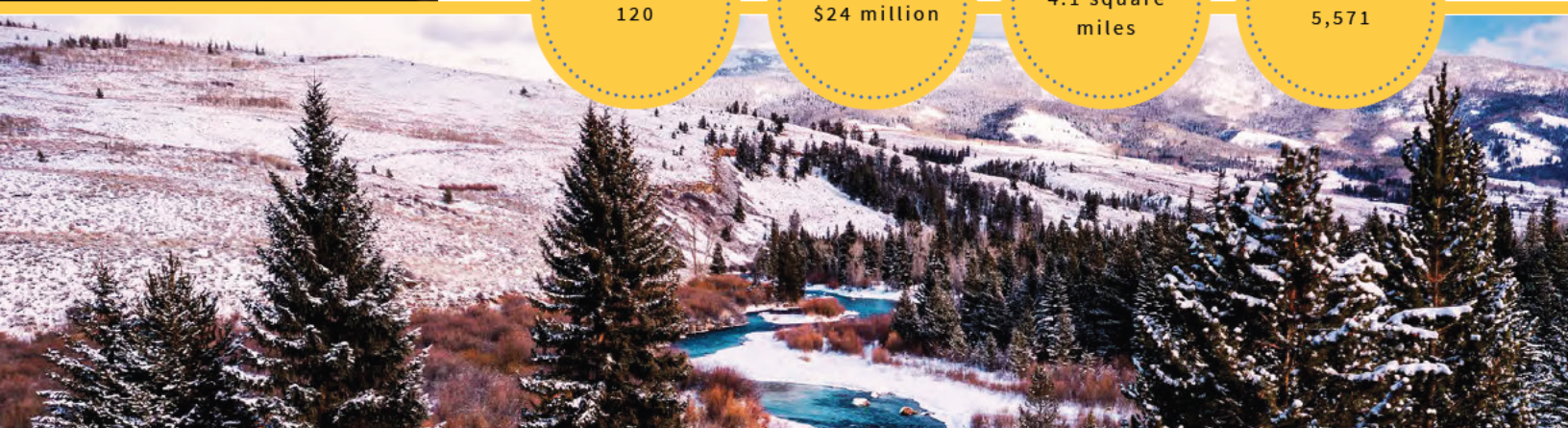
The Town Manager is responsible for the efficient management and operation of the Town Government in accordance with the Town Code, ordinances, directives, regulations, plans, and policies adopted by the Town Council.

FTEs
120

2025 BUDGET
\$24 million

AREA
4.1 square
miles

POPULATION
5,571





OPPORTUNITIES & CHALLENGES

Relationship Building – The new manager will need to quickly gain the trust and confidence of the Mayor, Council, staff, and the community by demonstrating capable leadership to bring people together as a team and facilitate strong collaboration, especially as it pertains to decision making.

Economic Development – The Town is heavily dependent on sales tax as its primary source of revenue, which is impacting the budget as the current economic climate has affected local businesses. Current and potential redevelopment and new development projects will require focused leadership to drive them to approval and completion to support the Town's revenue portfolio.

Housing – The new Town Manager will play a critical role in guiding the community in addressing how to provide additional workforce and transitional housing that is affordable and attainable.

Town Master Plans – Opportunities abound to optimize land use, enhance the downtown, improve transportation, and improve services with policies and guidance identified in the Town's Comprehensive Plan and supporting master plans for Transportation, Recreation & Culture, Arts & Culture, Information Technology, Public Safety, Sustainability, and Parks, Open Space & Trails.

Transportation Infrastructure – I-70 and Highways 9 and 6 are experiencing unprecedented high vehicular traffic levels that are causing routine delays. Addressing needed changes and improvements to these roadways, especially the I-70 interchange, requires reaching beyond the community to state and federal agencies.

Communications – The Town would benefit from enhanced communications that routinely informs and engages with the community about issues the Mayor and Town Council are considering and the reasoning behind their decisions.



View job
description at
gmphr.com

THE IDEAL TOWN MANAGER

- **Mayor and Town Council Engagement:** Ability and willingness to regularly and frequently engage the Mayor and Council members equally and seek their input.
- **Critical Thinker:** Possesses skills to build consensus, negotiate effectively, resolve conflict in a diplomatic manner, and make decisive and timely decisions. Can change direction as necessary and appropriate.
- **Exceptional Communicator:** Actively listens and follows through to resolve issues with all audiences including Council, staff, residents, businesses, and outside agencies. Ability to provide candid and transparent responses and can disagree without being disagreeable.
- **Interpersonal Skills:** Consistently exhibits integrity and honesty in all dealings and is trustworthy and dependable. Interacts with empathy, has ability to “read the room” and react accordingly. Is empathetic, humorous, and humble, which will build trust with others.
- **Management:** Possesses solid understanding of town operations, programs and fiscal responsibility. Builds relationships with staff members and entrusts them to perform their assigned responsibilities. Manages staff with understanding and inspires employees to build long-term tenure.

EDUCATION & EXPERIENCE

- Bachelor's degree in public administration or related field.
- 10 years of experience in progressively responsible positions in local government.
- 8 years of supervisory experience.
- 8 years of experience of municipal budgeting.

PREFERRED:

- 5 years of Town Manager or Assistant Town Manager experience.
- Master's degree in public administration or related field.
- Advanced computer skills.

Or any satisfactory combination of experience and training which demonstrates the knowledge, skills, and abilities to successfully perform the job.

COMPENSATION & BENEFITS

The Town of Silverthorne offers an annual salary range of \$220,000 to \$270,000 for this position, depending on qualifications and experience, along with a comprehensive [benefits](#) package. Additional benefits include either provided housing or a housing stipend, car allowance, cell phone allowance, relocation reimbursement, 10.5% 401(a) match (mandatory 7.5% employee contribution), and cafeteria plan for benefits.



RESOURCES

[Community Profile](#)

[Town Code & Key Documents](#)

[Town Values](#)

[Summit Chamber of Commerce](#)



TO APPLY

Apply Online: gmphr.com

First Review: **October 26, 2025**

More Info: Bob Larson, GMP Consultants
bob@gmphr.com / (425) 894-8097



WELCOME TO SILVERTHORNE

WHY APPLY?

This is an exceptional opportunity to bring your passion for public service and make a positive impact at the dynamic and future-focused town of Silverthorne in the heart of the Rocky Mountains. The new Town Manager will come into a very stable organization that benefits from a deep sense of volunteerism and vibrant “can-do” community spirit among residents and a strong core of Town staff who are mission-oriented and driven.

Silverthorne is in a high-profile part of the state and the town culture benefits from its tight-knit community and small-town feel. Economic development and redevelopment opportunities abound. Come work with great people and enjoy a work-life balance in a world-renowned outdoor destination that attracts over 2.5 million people a year.

Dear Colleague,

GMP Consultants is assisting the **Town of Silverthorne**, Colorado in finding a **Town Manager**. Perhaps this is the right time in your career to consider this exciting opportunity. If not, would you please pass this on to others who may be interested?

Thank you for your consideration and assistance.

Bob Larson, GMP Consultants
bob@gmphr.com / (425) 894-8097



Greg M. Prothman, President
greg@gmphr.com / 206-714-9499



THE TOWN OF SILVERTHORNE

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THE TOWN MANAGER

The Town Manager is responsible for the efficient management and operation of the Town Government in accordance with the Town Code, ordinances, directives, regulations, plans, and policies adopted by the Town Council.

EDUCATION & EXPERIENCE:

- Bachelor's degree in public administration or related field.
- 10 years of experience in progressively responsible positions in local government.
- 8 years of supervisory experience.
- 8 years of experience of municipal budgeting.

PREFERRED

- 5 years of Town Manager or Assistant Town Manager experience.
- Master's degree in public administration or related field.
- Advanced computer skills.

Or any satisfactory combination of experience and training which demonstrates the knowledge, skills, and abilities to successfully perform the job.



View
full position
profile at
gmphr.com



LEARN MORE

Visit: gmphr.com

Salary Range: **\$220,000 to \$270,000 annually DOQ**

First Review: **October 26, 2025**

More Info: Bob Larson, GMP Consultants
bob@gmphr.com / (425) 894-8097



CITY MANAGER

WEST WENDOVER *Nevada*



Why Apply?



This is an excellent opportunity to lead a uniquely positioned and evolving community at a pivotal moment in its development. The City of West Wendover is recruiting its next City Manager following the retirement of the current manager, who has served the community for over 28 years. The next City Manager will guide West Wendover through major initiatives, including downtown development, long-anticipated federal land conveyances, community center facility development and foundational infrastructure investments essential to future growth. This position is exceptionally well-suited for an Assistant City Manager, Deputy City Manager, or a seasoned department head ready to take the next step. West Wendover's scale, organizational stability, and hands-on operating environment provide an ideal proving ground for a rising leader who seeks broad organizational exposure, meaningful project leadership, and the opportunity to directly shape community direction.



Welcome to WEST WENDOVER

West Wendover is a remote high-desert community located along Interstate 80 on Nevada’s eastern edge, approximately 90 minutes west of Salt Lake City. Sitting at an elevation of more than 4,000 feet, the city serves as both a gateway to Nevada and a destination in its own right, with dramatic desert landscapes, iconic landmarks, resort-style entertainment, and a welcoming small-town feel.

West Wendover has long served as a historic stopping point along early east–west travel routes. The city is well known for Wendover Will, a towering neon cowboy and Nevada state icon that has greeted visitors since 1952. Today, numerous casinos and hotels attract road trippers and weekend visitors who come to enjoy gaming, dining, nightlife, and top-notch performers. These resorts serve as major employers and contribute significantly to the local economy.

West Wendover also serves as a gateway to the world-famous Bonneville Salt Flats, a vast expanse of naturally occurring salt crust that serves as a venue for land-speed racing and automotive testing for a century. The surrounding desert also provides opportunities for off-roading, photography, stargazing, and exploring the stark beauty of the Great Basin, while nearby mountain ranges offer hiking, camping, and wildlife viewing. The Goshute Mountains are home to one of the nation’s largest bird-of-prey migration routes, attracting visitors each fall.

Within the community you will find Wendover Airfield, a National Historic Landmark recognized for its critical role during World War II. Today, the airfield attracts thousands of visitors with airshows, guided tours, and its history as a filming location for movies such as Con Air and Independence Day.

Amid its role as a thriving tourism destination, West Wendover remains a close-knit community, where neighbors support one another and residents value the simplicity and connection of desert living. The city’s official motto — “Come Grow With Us” — reflects West Wendover’s commitment to a welcoming environment for residents and visitors alike.



THE CITY OF WEST WENDOVER

The City of West Wendover is a full-service municipality in Elko County, serving approximately 5,000 residents across 7 square miles with a 2026 All Funds budget of \$28.7 million and a team of 70 FTEs. Departments include Administration (Finance/Accounting, Human Resources, Clerk/Records), Community Development (includes the Tourism & Convention Bureau), Public Works, Utilities (Water, Sewer, Garbage), Police, Fire, and Municipal Court.

Incorporated in 1991, the City of West Wendover is a General Law City with an elected Mayor and (5) Council Members who are elected at large to staggered four-year terms. The Professional Management Team includes the City Manager, City Attorney/Assistant City Attorney, City Clerk, Chief Financial Officer, Chief of Police, Fire Chief, Public Works Director and Community Development Director.

The City Manager as well as Department Heads are Appointed Officer positions which are appointed at the beginning of the Mayoral term. The upcoming City Manager vacancy will be a mid-term appointment by motion of the City Council. Mayor Jasie Holm has been serving in her role since 2022.

West Wendover has been designated an Opportunity Zone under the federal Tax Cuts and Jobs Act of 2017, offering potential tax incentives and investment opportunities that support economic diversification beyond its established tourism and gaming base. The City is also advancing its Downtown vision designed to create a vibrant mixed-use core with commercial, residential, and civic components; anchored by an initial 40 acre downtown civic center phase 1 zoned for diverse development and pedestrian friendly streets.

FTEs
70

BUDGET
\$28.7 million

AREA
7 square
miles

POPULATION
5,000



View job
description at:
gmphr.com

THE CITY MANAGER

The City Manager serves as the City’s Chief Administrative Officer, overseeing the administration and day-to-day operations of the City government. Under broad policy direction from the Mayor and City Council, the City Manager provides leadership, supervises Department Heads, coordinates with external agencies and organizations, and delivers high-level administrative and professional support to the Mayor and City Council.

OPPORTUNITIES & CHALLENGES:

Build Credibility & Engagement

West Wendover is a diverse and growing community that values engagement, visibility, candor, and forward-thinking leadership. The new City Manager will need to establish credibility early as a new leader—especially if coming from outside Nevada—through engagement, listening, and consistent communication while managing expectations and maintaining focus on long-term goals.

Lead Transformative Projects

The City Manager will lead transformative projects, including Downtown development, federal government land conveyances, community center facility development, and long-planned infrastructure improvements. This will require balancing limited General Fund resources with major capital project demands, especially as debt-service stabilizes in coming years.

Strategic Partnerships & Regional Collaboration

Advancing projects in a geographically isolated region with limited county or state support requires persistence and strategic relationship management. The new Manager will need to maintain the strong and essential partnerships the City has developed with state agencies, federal partners such as USDA, and regional economic development organizations.

Leadership Development & Labor Relations

The City Manager will need to support recent and upcoming leadership transitions due to retirement by mentoring new leaders and advancing organizational development. The new City Manager and their team will also negotiate upcoming labor contracts in 2027 with the City’s two employee unions. Such agreements generally have three-year terms.

Economic Diversification

The City Manager, in conjunction with the Community Development Director, will continue to drive economic diversification efforts to better position West Wendover for long-term stability beyond its traditional gaming base.



IDEAL CANDIDATE TRAITS

- **Integrity & Apolitical Leadership** – Demonstrates honesty, fairness, and professionalism while providing clear, candid counsel to the Mayor and Council. Skilled at staying apolitical while supporting elected officials' direction.
- **Hands-On, Engaged Leadership** – Comfortable operating without layers of assistants. Willing to roll up their sleeves, engage directly in projects, and support staff at all levels.
- **Adaptive Leadership Style** – Capable of shifting between participative, coaching, transformational, and decisive approaches depending on the situation. Values collaboration but can make firm decisions when needed.
- **Community-Focused & Accessible** – Visible in the community and at City Hall, approachable, and genuinely engaged with residents, local businesses, schools, and community partners. Understands the importance of cultural awareness in a community with a large Hispanic population.
- **Relationship-Driven** – Builds trust with employees, elected officials, union groups, state leaders, federal partners, and regional stakeholders. Skilled at navigating West Wendover's geographic and political isolation.
- **Strong Financial & Organizational Acumen** – Understands municipal budgeting, long-range financial forecasting, capital project planning, principles of collective bargaining, and the realities of balancing General Fund limitations with major project goals.
- **Developer of People** – Supports and mentors emerging leaders, particularly in departments undergoing transition. Values staff development, accountability, and empowerment.
- **Practical, Resourceful, and Resilient** – Thrives in environments requiring innovation, persistence, and problem-solving. Comfortable balancing competing priorities and managing complex, multi-agency processes.

EDUCATION & EXPERIENCE

Bachelor's degree in business, public administration, or related field; and at least 5 years of city/county or other public agency administrative experience. Or any satisfactory combination of experience and education that demonstrates the knowledge, skills, and abilities to successfully perform the job.

COMPENSATION & BENEFITS

The City of West Wendover offers an annual salary range of \$119,724 to \$225,742 for this position, depending on qualifications and experience, along with annual merit pay and a comprehensive benefits package. Master's degree is preferred but not required.

- Medical, Vision, and Dental Insurance
- Vacation Leave: Starts at 20 days/year, accrues based on years of service
- Sick Leave: Accrues at 80 hours/year, no maximum
- 12 Paid Holidays
- Longevity Pay starting at 3 years
- Nevada PERS Retirement Program (100% paid by City; vested after 5 years' service)
- Voluntary 457(b) plan
- HSA (voluntary)
- Employer-paid Life Insurance



RESOURCES

[2025-2026 Budget](#)

[Org Chart](#)

[West Wendover Downtown](#)



TO APPLY

Apply Online: gmphr.com

First Review: **March 15, 2026**

More Info: Gary Palmer, GMP Consultants
gpalmer@gmphr.com / (865) 356-2938





Welcome to WEST WENDOVER

WHY APPLY?

This is an excellent opportunity to lead a uniquely positioned and evolving community at a pivotal moment in its development. The City of West Wendover is recruiting its next City Manager following the retirement of the current manager, who has served the community for over 28 years. The next City Manager will guide West Wendover through major initiatives, including downtown development, long-anticipated federal land conveyances, community center facility development and foundational infrastructure investments essential to future growth.

This position is exceptionally well-suited for an Assistant City Manager, Deputy City Manager, or a seasoned department head ready to take the next step. West Wendover's scale, organizational stability, and hands-on operating environment provide an ideal proving ground for a rising leader who seeks broad organizational exposure, meaningful project leadership, and the opportunity to directly shape community direction.

Dear Colleague,

GMP Consultants is assisting the **City of West Wendover, NV** in finding a **City Manager**. Perhaps this is the right time in your career to consider this exciting opportunity. If not, would you please pass this on to others who may be interested?

Thank you for your consideration and assistance.

Gary Palmer, GMP Consultants

gpalmer@gmphr.com / (865) 356-2938



Greg M. Prothman, President



THE CITY OF WEST WENDOVER

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Incorporated in 1991, the City of West Wendover is a General Law City with an elected Mayor and 5 Council Members who are elected at large to staggered four-year terms. The Professional Management Team includes the City Manager, City Attorney/Assistant City Attorney, City Clerk, Chief Financial Officer, Chief of Police, Fire Chief, Public Works Director and Community Development Director.

THE CITY MANAGER

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EDUCATION & EXPERIENCE

Bachelor's degree in business, public administration, or related field; and at least 5 years of city/county or other public agency administrative experience. Or any satisfactory combination of experience and education that demonstrates the knowledge, skills, and abilities to successfully perform the job.



**LEARN
MORE**

Visit: gmphr.com

Salary Range: **\$119,724 to \$225,742 annually DOQ**

First Review: **March 15, 2026**

More Info: Gary Palmer, GMP Consultants
gpalmer@gmphr.com / (865) 356-2938



BRAINERD CITY ADMINISTRATOR

Dear Colleague,

GMP Consultants is assisting the **City of Brainerd**, MN in finding a **City Administrator**. Perhaps this is the right time in your career to consider this exciting opportunity. If not, would you please pass this on to others who may be interested?

Thank you for your consideration and assistance.

Greg M. Prothman, GMP Consultants
greg@gmphr.com / 206-714-9499



WHY APPLY?

A city for all seasons, Brainerd, Minnesota offers an opportunity for an entrepreneurial and innovative city administrator to lead a team of exceptional and talented staff in one of Minnesota's most desirable outdoor recreational and tourism meccas.

Working with an established and forward-thinking City Council, the City Administrator will lead an exceptional organization in this full-service city known for an exceptional quality of life with diverse amenities in the heart of northern Minnesota's lake country.

The City has a strong and stable financial condition with a diverse economy and an ambitious vision for the future. The next City Administrator will have the opportunity to build upon previous strengths and succeed through collaborative partnerships to take this community to the next level.

THE IDEAL CANDIDATE

- Has strong leadership abilities and effective communication skills.
- Lives by the values of honesty, integrity, professionalism, transparency, accountability, and ethical behavior.
- Utilizes staff to research assignments to make sound recommendations and implement Council's decisions to completion. Accepts direction and assignments from Council.
- A visionary leader that can anticipate situations and react accordingly; helps Council and staff identify, define, and shape a vision for improvements.
- Keeps Council thoroughly informed on critical issues, programs, and activities.
- Makes decisions that are thoughtful, pragmatic, thorough, decisive, and defensible.
- Effectively delegates responsibility to staff without micromanaging. Supports staff needing assistance and encourages staff to take charge of, and responsibility for, their work while ensuring accountability.
- Supervises staff in teamwork/collaborative fashion emphasizing high performance government to ensure service delivery is effective, efficient, and professional. Challenges staff to be entrepreneurial, innovative, and creative. Leads by example, trusts staff and supports them in the face of criticism.
- Focuses on organizational performance and achieving results by effectively navigating the organization. Promotes community-based partnerships to achieve results.
- Helps the council by facilitating information management and policy development to resolve issues through comprehensive, pragmatic, and data-driven recommendations.

View
full position
profile at
gmphr.com



THE CITY OF BRAINERD

Located roughly 60 miles north of St. Cloud and 120 miles north of the Twin Cities, Brainerd is a vibrant community nestled in the heart of Minnesota's lake country. With 14,679 residents, Brainerd is one of the largest cities in Crow Wing County and serves as the county seat and regional hub.

Incorporated in 1881, the City of Brainerd is governed by a Mayor and a seven-member City Council elected to four-year terms. The City's 2022 Operating Revenue for all funds was \$53.1 million. Staffing includes a team of 125 FTEs and 40 paid on-call positions for the Fire Department. The City has seven collective bargaining units and an S&P credit rating of AA-.

Departments include Finance, Public Works, Human Resources, IT/GIS, Community Development, Fire, Police, and Public Utilities. Advisory boards and commissions include Public Utilities, Planning, Airport, Parks, Transit, Economic Development Authority, and Housing & Redevelopment. The City enjoys a strong partnership with the Brainerd Lakes Economic Development Corporation to aggressively promote and develop all aspects of economic development.

COMPENSATION

The City of Brainerd is offering an annual hiring salary range of \$120,120 to \$138,132 for 2023 depending upon experience and qualifications. The full salary range is \$120,120 to \$150,155. The City also offers a Performance based pay opportunity up to \$162,157 based on merit.

LEARN MORE

Visit: gmphr.com

First Review Date: **December 31, 2023**

More Information: Jeff Weldon, GMP Consultants
jweldon@gmphr.com / (320) 557-8006





THE HARTFORD
BUSINESS SERVICE CENTER
3600 WISEMAN BLVD
SAN ANTONIO TX 78251

July 27, 2026

Town of Paonia
214 GRAND AVE
PAONIA CO 81428

Account Information:

Policy Holder Details :	GMP Consultants LLC
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Contact Us

Need Help?

Chat online or call us at
(866) 467-8730.

We're here Monday - Friday.

Enclosed please find a Certificate Of Insurance for the above referenced Policyholder. Please contact us if you have any questions or concerns.

Sincerely,
Your Hartford Service Team

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER BROWN & BROWN INS SERVICES INC/PHS 34481013 The Hartford Business Service Center 3600 Wiseman Blvd San Antonio, TX 78251	CONTACT NAME: PHONE (866) 467-8730 (A/C, No, Ext): FAX (A/C, No): E-MAIL ADDRESS:														
INSURED GMP Consultants LLC 7041 CASCADE AVE SE SNOQUALMIE WA 98065-9758	<table><tr><td>INSURER(S) AFFORDING COVERAGE</td><td>NAIC#</td></tr><tr><td>INSURER A : Hartford Underwriters Insurance Company</td><td>30104</td></tr><tr><td>INSURER B : Continental Casualty Co.</td><td>20443</td></tr><tr><td>INSURER C :</td><td></td></tr><tr><td>INSURER D :</td><td></td></tr><tr><td>INSURER E :</td><td></td></tr><tr><td>INSURER F :</td><td></td></tr></table>	INSURER(S) AFFORDING COVERAGE	NAIC#	INSURER A : Hartford Underwriters Insurance Company	30104	INSURER B : Continental Casualty Co.	20443	INSURER C :		INSURER D :		INSURER E :		INSURER F :	
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COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. * LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS. LIMITS SHOWN ARE INCLUSIVE OF AMOUNTS REQUESTED BY THE CERTIFICATE HOLDER AND MAY NOT REFLECT POLICY LIMIT AMOUNTS IN EXCESS OF THOSE REQUESTED. *Not Applicable in WY

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	COMMERCIAL GENERAL LIABILITY	X		34 SBM BM9NYX	01/17/2026	01/17/2027	EACH OCCURRENCE \$ \$1,000,000
	☐ CLAIMS-MADE ☒ OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence) \$ \$1,000,000
	☒ General Liability						MED EXP (Any one person) \$ \$10,000
	☐						PERSONAL & ADV INJURY \$ \$1,000,000
	☐						GENERAL AGGREGATE \$ \$2,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						PRODUCTS - COMP/OP AGG \$ \$2,000,000
	☒ POLICY ☐ PRO-JECT ☐ LOC						\$
	OTHER:						\$
A	AUTOMOBILE LIABILITY			34 SBM BM9NYX	01/17/2026	01/17/2027	COMBINED SINGLE LIMIT (Ea accident) \$ \$1,000,000
	☐ ANY AUTO						BODILY INJURY (Per person) \$
	☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS						BODILY INJURY (Per accident) \$
	☒ HIRED AUTOS ONLY ☒ NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident) \$
	☐						\$
A	☒ UMBRELLA LIAB ☒ OCCUR	X		34 SBM BM9NYX	01/17/2026	01/17/2027	EACH OCCURRENCE \$ \$1,000,000
	☐ EXCESS LIAB ☐ CLAIMS-MADE						AGGREGATE \$ \$1,000,000
	DED ☐ RETENTION \$ 10,000						\$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY			34 SBM BM9NYX	01/17/2026	01/17/2027	☐ PER STATUTE ☐ OTH-ER
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) ☐ Y / N ☐ N / A						E.L. EACH ACCIDENT \$ \$1,000,000
	If yes, describe under						E.L. DISEASE -EA EMPLOYEE \$ \$1,000,000
							E.L. DISEASE - POLICY LIMIT \$ \$1,000,000
B	Professional Liability	X		8037606897	01/09/2026	01/09/2027	Each Claim Aggregate \$1,000,000 \$1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Those usual to the Insured's Operations. The Business Liability Coverage Part includes a Blanket Additional Insured By Contract Endorsement, Form SL 30 32. The Umbrella Liability Supplemental Policy includes Blanket Additional Insured by Contract - Umbrella Endorsement SU 00 02. Certificate Holder is an additional insured per Professional Liability coverage when required by contract.

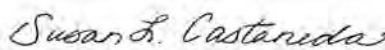
CERTIFICATE HOLDER

Town of Paonia
214 GRAND AVE
PAONIA CO 81428

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE



Attachment A

Proposer Submission Checklist

RFP 2026-03 Executive Search Services for the Position of Town Administrator

Town of Paonia, Colorado

The following checklist is provided to ensure that all required elements of the proposal are completed and included. Proposers must verify that their submission contains all items listed below. Failure to include any required item may result in rejection of the proposal as non-responsive.

- | | |
|--|--|
| ☒ Cover Letter | Introduce the firm, identify the principal contact person, and state the office location managing the project. |
| ☒ Completed Checklist | Attach this Proposer Submission Checklist (Attachment A). |
| ☒ Firm Qualifications and Experience | Provide firm's history, size, organizational structure, and areas of expertise. Include names of 5 communities with successful Administrator hires and 3 examples of recruitment brochures |
| ☒ Project Team | Identify project manager and key staff. Include resumes with relevant certifications, qualifications, experience, roles, and availability. |
| ☒ Project Understanding Cost & Approach | Outline standard search methodology/procedures and explain how it will meet Town's job search needs and proposed cost of services with description of fee structure/breakdown |
| ☒ Community Engagement & Equity | Describe approach to organizing initial community, business and other organizations input at start of the process and final public open session interviews of finalist candidates. |
| ☒ Quality Assurance and Compliance | Identify internal quality control processes to ensure accuracy, timeliness, and completeness of deliverables. |
| ☒ Schedule and Availability | Confirm ability to complete all Scope of Work steps in order for a contract with an Administrator to be executed by February 1, 2027 . |
| ☒ References | Provide contact information for at least three (3) client references for similar work performed in Colorado within the past four (4) years. |
| ☒ Proof of Insurance | Submit documentation meeting minimum Town and FHWA requirements. |
| ☒ Other Required Information | Include any additional information deemed relevant by the proposer. |
| ☒ Electronic Submission | Submit as a single PDF, titled: " <i>RFP 2026-03 Executive Search Services for the Position of Town Administrator [Insert Firm Name.]</i> " |
| ☒ Deadline Confirmation | Submission must be received no later than 12:00 P.M. (Noon), Friday, July 31, 2026 (MT) by email to Paonia@TownofPaonia.com and cc'd to Town Clerk SamiraV@TownofPaonia.com . |



EXECUTIVE SEARCH SERVICES

Town Administrator

Town of Paonia, Colorado

Response to RFP 2026-03

Proposal Submitted: July 31, 2026

PRESENTED BY

Dreshawn Vance

Vice President of Executive Search — Principal Contact

Orlando Williams

Chief Executive & Equity Officer

CERTIFIED MBE | FOUNDED 2006 | TIGARD, OREGON

6650 SW Redwood Lane, Suite 355, Tigard, OR 97224 | 503.496.1310



1. Cover Letter

Town of Paonia Hiring Committee | Attn: Town Clerk, Samira V.
RE: RFP 2026-03 — Executive Search Services for the Position of Town Administrator

Dear Members of the Hiring Committee, Mayor, and Board of Trustees,

Choosing Paonia's next Town Administrator is one of the most consequential decisions this Board will make. This individual will steward a full range of municipal services police, water and wastewater treatment from one of the West's most complicated raw water systems, streets and public infrastructure, and parks and recreation while carrying forward Paonia's identity as both a working agricultural community and a certified Creative District. This is not a generic municipal hire: it is the selection of a leader who must be as comfortable in a budget hearing as at Cherry Days or the Mountain Harvest Festival, and who can earn the trust of Town staff, the Board, and a community that knows exactly what it values.

Motus Recruiting & Staffing, Inc. is a certified Minority Business Enterprise and Oregon's only Black-owned full-service executive search and organizational development consulting firm, founded in 2006. Over nearly two decades, we have built our practice on structured, evidence-based search methodology rather than recruiter instinct alone. Our principal contact and project manager for this engagement will be Dreshawn Vance, Vice President of Executive Search, who will manage this search from our Tigard, Oregon office with dedicated on-site visits to Paonia throughout the engagement.

We are submitting this proposal with an important point of transparency: Motus's completed search history is concentrated on public-sector, government including local statutory municipalities and utility searches for the State of Oregon, State of Washington, City of Portland, City of Eugene, City of Vancouver, and City of Salem. We have not yet completed a search in Colorado or a Town Administrator search specifically, and we do not have Colorado municipal references within the past four years. Section 2 addresses this directly and describes the transferable expertise we bring instead.

What we commit to is a rigorous, equity-centered search process adapted to Colorado's open meetings and candidate confidentiality requirements, and to the realities of recruiting for a small statutory town. We are prepared to invest the in-person time this search requires and to bring genuine energy to understanding the North Fork Valley before a single candidate is contacted.

Dreshawn Vance
Respectfully submitted,

Dreshawn Vance
Vice President of Executive Search | Motus Recruiting & Staffing, Inc. | dreshawn@motusrecruiting.com | 503.496.1317



70%

of Motus executive placements have been BIPOC professionals

60%

have been women leaders

2. Firm Qualifications & Experience

2a. Firm History, Size, Structure & Areas of Expertise

Founded in 2006, Motus Recruiting & Staffing, Inc. is an award-winning executive search, contingent staffing, and organizational development consulting firm with 20 years of Pacific Northwest roots. Motus is a small, senior-led firm: every search is directed by a Chief Executive & Equity Officer and a Vice President of Executive Search, supported by dedicated sourcing and project management staff — the same team named and available for this engagement in Section 3. We are a certified Oregon Minority Business Enterprise (MBE) specializing in nonprofit, government/public sector, education, healthcare, energy and utilities, and financial services executive recruitment.

2b. Demonstrated Experience Creating Tailored Candidate Recruitment Profiles

This is where Motus is strongest. Every search begins with structured, on-site discovery — listening sessions with the Board, staff, and community that we translate directly into a customized CEO/Administrator Success Profile: the specific competencies, leadership traits, and first-year priorities unique to that organization. We do not run a templated process; the profile for a state agency looks nothing like the profile for a community nonprofit, because the discovery underneath it is genuinely different every time.

2c. A Direct Note on Colorado Experience

In the interest of a complete and honest proposal: Motus has not yet completed a search in Colorado. We would rather tell the Committee this directly than dress up adjacent work as something it is not. The next page covers the closest, most relevant experience we bring instead.



2. Firm Qualifications & Experience (continued)

What we do offer is directly transferable public-sector and municipal recruitment experience:

Engagement	Relevance to This Search
State of Oregon & State of Washington	State-agency executive searches requiring public-sector governance literacy and compliance fluency.
City of Portland, Eugene, Vancouver, Salem	Municipal government searches requiring public meeting navigation and elected-official stakeholder management.
Bonneville Power Administration	Federal utility/infrastructure agency search — relevant to Paonia's complex raw water obligations.
Small nonprofits (Self Enhancement Inc., Oregon Food Bank, Clark County Food Bank, and others)	Demonstrates our ability to right-size a search for organizations with small staffs and tight budgets, matching Paonia's 23-person Town staff.

On recruitment brochures and candidate marketing materials: alongside the position profiles referenced above, Motus produces tailored recruitment marketing collateral for our searches — including LinkedIn recruitment infographics used to market open executive roles — which we can provide as work samples demonstrating our candidate marketing capability. We do not have Town Administrator-specific brochures, since we have not conducted that type of search before.

2d. Commitment to Equal Opportunity

Motus is a certified Oregon MBE. Over the last two years, 70% of our executive placements have been BIPOC professionals and 60% have been women leaders. Our Better/Best™ Interview Method applies neuroscience-informed decision-making to reduce hiring bias, with facilitated panel training for every Hiring Committee we work with.

3. Project Team

The following team is assigned to this search and available for its full duration, through the Town's February 1, 2027 hiring target.



Dreshawn Vance

VP of Executive Search — Project Manager & Principal Contact

Role: Primary Town contact. Manages the full search lifecycle from intake through placement, delivers weekly written progress reports, and conducts on-site visits to Paonia.

Experience: Nearly a decade in executive search; 700+ total placements, 50+ executive placements at Motus. 95% client satisfaction rate; 60% referral rate.

TIME ALLOCATION

45%



Orlando Williams

Chief Executive & Equity Officer — Executive Sponsor

Role: Lead strategist and final quality-review authority; supports contract negotiation and offer strategy.

Experience: 25+ years in executive search; 500+ C-suite placements across nonprofit, public sector, and corporate. Developer of the Better/Best™ Interview Method.

TIME ALLOCATION

20%

3. Project Team (continued)

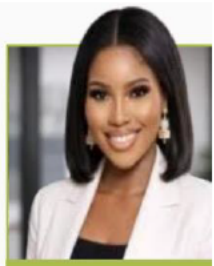


Keela Tillery

Executive Search Recruiting Consultant — Sourcing & Pipeline

Role: Builds and manages the candidate pipeline across municipal, utility, and public-sector networks nationally.
Experience: Close to two decades of recruiting experience, beginning her career with the Oregon Air National Guard. Leads candidate pipeline strategy through direct and indirect sourcing.

TIME ALLOCATION
25%



Nelly Onyeulor

Project Manager — Timeline, Reporting & Coordination

Role: Manages scheduling, application logistics, and structured weekly progress reporting throughout the engagement.
Experience: 13+ years in business operations, project management, and executive coordination.

TIME ALLOCATION
10%

Availability Confirmation: All four team members are committed and available for the full duration of this engagement, from contract execution through the Town's target hire date of February 1, 2027. No portion of this team's capacity is contingent on other engagements.

4. Project Understanding, Cost & Approach

4a. Search Methodology

Our search methodology follows a structured four-phase process: (1) discovery and profile development through on-site listening sessions with the Board, staff, and community; (2) recruitment brochure, position posting, and multi-channel outreach; (3) screening, evaluation, and presentation of candidate summaries to the Hiring Committee; and (4) interview facilitation, reference and background checks, and contract negotiation support through to acceptance.

4b. Compliance with Colorado Open Meetings & Candidate Confidentiality Requirements

We understand that under the Colorado Open Meetings Law, the Hiring Committee must establish job search goals job description, application deadlines, applicant requirements, and selection timeline in an open meeting, and that Colorado law requires one or more finalists to be named publicly at least fourteen (14) days before an appointment, with no offer extended before that public notice. Non-finalist candidate information is entitled to a higher degree of confidentiality under the Colorado Open Records Act. We will work with the Hiring Committee and the Town's legal counsel (Clayton Buchner) to ensure the finalist announcement, public open-session interviews, and any executive-session deliberations comply with these requirements. Motus is not a law firm and does not provide legal advice; final compliance determinations rest with the Town and its counsel.

4. Project Understanding & Approach (continued)



4c. Understanding of Paonia's Municipal Service Complexity

With 23 full-time, 1 part-time, and 2 seasonal staff delivering police, water, wastewater, trash, streets, public buildings, and recreation services, Paonia's next Town Administrator must be a hands-on generalist, not a specialist in a single domain. We understand that Paonia's water system is drawn from one of the West's most complicated raw water systems, and that the Administrator will be accountable for potable water treatment, wastewater compliance, and solid waste delivery alongside standard municipal administration.



4d. Understanding of Paonia's Community Character

We understand Paonia's appeal rests on its identity as the center of organic agriculture in Colorado, home to the West Elks American Viticulture Area, a state-certified Creative District, and a full calendar of community traditions Cherry Days, the Mountain Harvest Festival, Final Friday Frolics, the Holiday Art Fair, the Top 'O the Rockies BMW Rally, and Pickin' in the Park. The right Town Administrator will hold genuine respect for this identity alongside the fiscal and operational discipline the role demands our discovery process surfaces this fit explicitly in the CEO Success Profile, not as a secondary consideration.



PAONIA AT A GLANCE

- Population ~1,500
- Elevation 5,682 ft
- Home to the West Elks AVA
- State-Certified Creative District

4e. Proposed Cost of Services

Paonia's RFP does not publish a target salary range for the Town Administrator position, and asks proposers to describe their fee structure and provide cost options if applicable. Motus's standard fee structure is 30% of the placed Town Administrator's first-year base salary, retained and non-contingent — the same structure we apply consistently across our executive search engagements.

Fee Component	Basis	Amount
Search Fee	30% of first-year base salary (retained, non-contingent)	30%
Final Fee	Calculated on the confirmed base salary at time of offer, once the Town establishes compensation for the selected candidate	TBD upon offer

This fee is all-inclusive of consultant time, project management, recruitment brochure and position profile development, up to two Board/community listening sessions, weekly written progress reports, one Better/Best™ panel training session for the Hiring Committee, coordination of the public open-session finalist interviews, reference and background checks, and contract negotiation support through acceptance. Travel beyond the included two visits is billed at cost. A 12 -month replacement guarantee is included at no additional fee.

Payment schedule: one-third upon contract signing, one-third upon presentation of candidate summaries to the Hiring Committee, and the balance upon the Town Administrator's acceptance of an offer.

5. Community Engagement & Equity

Our process opens with on-site listening sessions in Paonia with the Mayor, Board of Trustees, and Town staff, followed by an organized, facilitated session for community members, businesses, and organizations — structured to surface what residents and the business community want in a Town Administrator before the candidate profile is finalized, not after. Input from this session is synthesized directly into the CEO Success Profile and recruitment brochure.

At the finalist stage, we coordinate and facilitate the public open-session meet-and-greet and interviews required for Colorado's transparency requirements, including logistics, invitations to staff and community stakeholders, and structured feedback collection from attendees.

On employment law: our search and screening process is built to comply with applicable federal and Colorado state employment law, including EEOC guidance and Colorado's anti-discrimination employment statutes, throughout sourcing, screening, interviews, and reference checks. Motus is not a law firm; we recommend the Town's legal counsel review final interview materials and offer terms for Colorado-specific compliance beyond our standard practice.



WHAT WE'LL ASK THE COMMUNITY

- What has made past Town leadership succeed or struggle here?
- Which services matter most to residents day-to-day?
- What should a new Administrator protect about Paonia's character?

6. Quality Assurance

- Weekly written progress reports covering pipeline status, sourcing activity, and timeline adherence, reviewed internally by the Project Manager before delivery to the Town
- Calibration check-ins with the Hiring Committee at each milestone to confirm candidate caliber matches the agreed CEO Success Profile before advancing further
- Dual review of all candidate summaries, reference results, and screening materials by both the Project Manager (Dreshawn Vance) and Executive Sponsor (Orlando Williams) before presentation to the Hiring Committee
- Document control practices ensuring all candidate materials, interview scoring, and reference documentation are consolidated and auditable for the Town's records
- A 24-hour response commitment for any Town inquiry, concern, or requested adjustment during the engagement

7. Schedule & Availability

Motus proposes the following phased timeline, targeting a signed offer and contract with the incoming Town Administrator on or before February 1, 2027, consistent with the Town's anticipated schedule (selection recommendation ~August 11, 2026 Board meeting).

Phase & Weeks	Milestone	Key Activities
Weeks 1–3	Discovery & Profile Development	On-site listening sessions with Board and staff; facilitated community/business input session; CEO Success Profile and recruitment brochure drafted; salary and benefits range confirmed.
Weeks 4–5	Position Launch	Position application and recruitment brochure finalized; multi-channel outreach launched; application process and weekly milestone timeline published.
Weeks 6–10	Recruitment & Screening	Active national and Colorado-focused outreach; qualifications evaluation; preliminary interviews; weekly pipeline reports; detailed candidate summaries presented to the Hiring Committee.
Weeks 11–13	Finalist Selection	Hiring Committee narrows the pool to no more than three (3) finalists per Colorado confidentiality statutes; interview tools provided; reference/background checks completed.
Weeks 14–16	Public Session & Selection	Public open-session meet-and-greet and finalist interviews; selection of the successful candidate; contract negotiation and transition assistance.
Weeks 17–20 (buffer)	Offer, Acceptance & Onboarding	Contract finalized; onboarding support; buffer reserved ahead of the Feb 1, 2027 target for notice periods or relocation timing.

Staffing & Availability: Dreshawn Vance (45%) serves as day-to-day project manager; Keela Tillery (25%) leads sourcing; Orlando Williams (20%) provides senior oversight; Nelly Onyeulor (10%) manages scheduling and reporting — committed for the full duration of the search.

8. References

City of Eugene

Position: Chief of Staff
Contact: Brooke Feed
Phone: [REDACTED]
Email: bfeed@eugene-or.gov
Completed: 2025

City of Portland

Position: Workforce Recruitment & Training Manager
Contact: Christopher Parra
Phone: [REDACTED]
Email: christopher.parra@portlandoregon.gov
Completed: 2025

State of Oregon

Position: Executive Director, Oregon Housing & Community Services
Contact: Andrea Bell
Phone: [REDACTED]
Email: andrea.bell@oregon.gov
Completed: 2024

9. Proof of Insurance & 10. Other Required Information

9. Proof of Insurance

Motus maintains the following coverage through Brown & Brown Insurance Services, Inc. (Portland, OR), well in excess of typical municipal executive-search requirements. The RFP specifies no minimum coverage amounts.

Coverage	Carrier	Limit
Commercial General Liability	Philadelphia Indemnity Insurance Co.	\$2,000,000 each occ. / \$3,000,000 aggregate
Automobile Liability	Philadelphia Indemnity Insurance Co.	\$1,000,000 combined single limit
Umbrella / Excess Liability	Philadelphia Indemnity Insurance Co.	\$5,000,000 each occ. / \$5,000,000 aggregate
Workers' Compensation & Employers' Liability	National Casualty Company	Statutory / \$1,000,000 each accident
Professional Liability (E&O)	The Hanover Insurance Company	\$5,000,000 each claim/aggregate
Employment Practices Liability	Philadelphia Indemnity Insurance Co.	\$1,000,000 each claim/aggregate
Cyber Liability	Coalition / subscription market	\$5,000,000 per claim/aggregate

The attached certificate is Motus's current, generic COI. Our policy renews August 1, 2026, and an updated Certificate of Insurance naming the Town of Paonia as certificate holder will be available the week of August 3, 2026 — we're glad to provide it as soon as it's issued.

10. Other Required Information

- Motus's Organizational Development (MOD) division offers post-placement onboarding, DEI and interview-bias training, and organizational assessments — available at the Town's discretion beyond the core search scope, at no obligation
- Motus is a certified Oregon MBE — Certification #4567 — and a member of the Northwest Mountain Supplier Diversity Council
- Every Motus executive placement is backed by a 12-month replacement guarantee at no additional professional fee

Attachment A — Proposer Submission Checklist

RFP 2026-03 Executive Search Services for the Position of Town Administrator | Town of Paonia, Colorado

✓	Required Item	Location
☒	Cover Letter	Section 1
☒	Completed Checklist (Attachment A)	This page
☒	Firm Qualifications and Experience	Section 2
☒	Project Team (resumes summarized; full resumes on request)	Section 3
☒	Project Understanding, Cost & Approach	Section 4
☒	Community Engagement & Equity	Section 5
☒	Quality Assurance	Section 6
☒	Schedule and Availability	Section 7
☐	References (3 CO references, 4 yrs) — see flag, Section 8	Section 8
☒	Proof of Insurance — current COI attached; renewal COI naming Town available ~Aug 3	Section 9
☒	Other Required Information	Section 10
☐	Electronic Submission as single PDF, titled per RFP convention	Final file



Thank You

Thank you for the opportunity to submit this proposal to serve as Paonia's executive search partner. We recognize the trust the Board is placing in whichever firm it selects, and we've written this proposal to earn that trust honestly rather than overstate what we bring.

We look forward to the Committee's questions and to discussing this proposal further.

Dreshawn Vance

Vice President of Executive Search | Motus Recruiting & Staffing, Inc.
dreshawn@motusrecruiting.com | 503.496.1317



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

6/11/2026

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Brown & Brown Insurance Services, Inc. 601 SW 2nd Avenue, Suite 1200 Portland, OR 97204 www.bbrown.com	CONTACT NAME: Roberta Volore PHONE (A/C, No, Ext): (503) 624-4754 E-MAIL: roberta.volore@bbrown.com ADDRESS: INSURER(S) AFFORDING COVERAGE INSURER A: Philadelphia Indemnity Insurance Company INSURER B: National Casualty Company INSURER C: The Hanover Insurance Company INSURER D: Subscription - see addendum INSURER E: INSURER F:	NAIC # 18058 11991 22292
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COVERAGES**CERTIFICATE NUMBER:** 91009050**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☒ PRO-JECT ☒ LOC OTHER:			PHPK25867670-14	8/1/2025	8/1/2026	EACH OCCURRENCE \$2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$100,000 MED EXP (Any one person) \$5,000 PERSONAL & ADV INJURY \$2,000,000 GENERAL AGGREGATE \$3,000,000 PRODUCTS - COMP/OP AGG \$3,000,000 WA Stop Gap \$1,000,000
A	AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☒ HIRED AUTOS ONLY ☒ NON-OWNED AUTOS ONLY			PHPK25867670-14	8/1/2025	8/1/2026	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	☒ UMBRELLA LIAB ☒ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE DED ☒ RETENTION \$10,000			PHUB8761650-14	8/1/2025	8/1/2026	EACH OCCURRENCE \$5,000,000 AGGREGATE \$5,000,000 \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N Y	N/A	WCC370514A00 Excluded Officer: Orlando Williams	3/1/2026	3/1/2027	☒ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
C	Professional Liability			LH2M11306200	8/1/2025	8/1/2026	Each Claim/Aggregate: \$5,000,000
A	Employee Theft & Client Coverage			PHPK25867670-14	8/1/2025	8/1/2026	Limit: \$3,000,000
A	Employment Practices Liability			PHPK25867670-14	8/1/2025	8/1/2026	Each Claim/Aggregate: \$1,000,000
D	Cyber Liability			C4LWN155143CYBER2025	3/17/2025	8/1/2026	Per Claim/Aggregate: \$5,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Operations of the named insured are subject to policy limitations, conditions and exclusions. Refer to attached blanket endorsements PI-GLD-TS, CG2026, CG2404, CA2048, CA0443, CYUSP-50EN-000020, & SP1581 for Additional Insured, Primary & Non-Contributory language, & Waiver of Subrogation. For Workers' Compensation, see attached blanket forms WC00313, WC420304B, WC430305, WC00301A for Blanket Waiver of Subrogation and Alternate Employer endorsements. All endorsements are subject to signed, written contract. Umbrella follows over GL, Auto, and WA Stop Gap.

CERTIFICATE HOLDER

Motus Recruiting & Staffing

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Michael Thomas

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ACORD 25 (2016/03)

The ACORD name and logo are registered marks of ACORD



ADDITIONAL REMARKS SCHEDULE

Page ____ of ____

AGENCY Brown & Brown Insurance Services, Inc.		NAMED INSURED Motus Recruiting & Staffing, Inc. (see addendum for additional named insureds) 6650 SW Redwood Lane, Ste 355 Tigard OR 97224	
POLICY NUMBER		EFFECTIVE DATE:	
CARRIER	NAIC CODE		

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,

FORM NUMBER: 25 FORM TITLE: Certificate of Liability Insurance (03/16)

HOLDER: Motus Recruiting & Staffing

ADDRESS:

Additional Named Insureds

Motus Technology Solutions, LLC
 Motus Organizational Development Solutions
 The Harvest Academy for Talent

Cyber Liability Insurers and Quota Share Percentage

Insurer: Arch Specialty Insurance Company, NAIC 21199; Quota Share % of Loss & Limit of Liability: 30%, \$1,500,000
 Insurer: Ascot Specialty Insurance Company, NAIC 45055; Quota Share % of Loss & Limit of Liability: 15%, \$750,000
 Insurer: Aspen Specialty Insurance Company, NAIC 10717; Quota Share % of Loss and Limit of Liability: 10%, \$500,000
 Insurer: Fireman's Fund Indemnity Corp., NAIC 11380; Quota Share % of Loss & Limit of Liability: 15%, \$750,000
 Insurer: Fortegra Specialty Insurance Co., NAIC 16823; Quota Share % of Loss & Limit of Liability: 30%, \$1,500,000

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.**GENERAL LIABILITY DELUXE ENDORSEMENT:
TEMPORARY STAFFING**

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

It is understood and agreed that the following extensions only apply in the event that no other specific coverage for the indicated loss exposure is provided under this policy. If such specific coverage applies, the terms, conditions and limits of that coverage are the sole and exclusive coverage applicable under this policy, unless otherwise noted on this endorsement. The following is a summary of the Limits of Insurance and additional coverage provided by this endorsement. For complete details on specific coverages, consult the policy contract wording.

Coverage Applicable	Limit of Insurance	Page #
Damage to Premises Rented to You	\$1,000,000	2
Expected or Intended Injury – Property Damage	Included	2
Limited Rental Lease Agreement Contractual Liability	\$50,000	2
Non-Owned Watercraft	Less than 58 feet	3
Damage to Property You Own, Rent or Occupy	\$30,000	3
Medical Payments	\$20,000	3
Medical Payments Reporting Period	3 Years	3
Athletic Activities	Amended	3
Supplementary Payments – Bail Bonds	\$2,500	4
Supplementary Payments – Loss of Earnings	\$500 per day	4
Employee Indemnification Defense Coverage	\$25,000	4
Who Is An Insured Additional Insured – Newly Acquired or Formed Organization Additional Insured – Broadened Named Insured Additional Insured – Blanket Additional Insureds When Required by Contract	Included	4
Duties in the Event of Occurrence, Offense, Claim or Suit	Included	4
Transfer of Rights of Recovery Against Others To Us	Clarification	5
Liberalization	Included	5
Unintentional Failure to Disclose Hazards	Included	5
Bodily Injury – Includes Mental Anguish	Included	5
Personal and Advertising Injury – Includes Abuse of Process, Discrimination	Included	6
Other Insurance – Primary Clarification	Clarification	6

Staffing Services Exclusions	Clarification	7
Staffing Services Definitions	Clarification	8

A. Damage to Premises Rented to You

If damage by fire to premises rented to you is not otherwise excluded from this Coverage Part:

1. The Damage To Premises Rented To You Limit section of the Declarations is amended to the greater of:

- a. \$1,000,000; or
- b. The amount shown in the Declarations as the Damage to Premises Rented to You Limit.

This is the most we will pay for all damage proximately caused by the same event, whether such damage results from fire, lightning, explosion, smoke, or leaks from automatic fire protective systems or any combination thereof;

2. The word fire is changed to fire, lightning, explosion, smoke, or leakage from automatic fire protective systems where it appears in:
 - a. The last paragraph of **SECTION I – COVERAGES, COVERAGE A BODILY INJURY AND PROPERTY DAMAGE LIABILITY**, Subsection 2. **Exclusions**;
 - b. **SECTION III – LIMITS OF INSURANCE**, Paragraph 6.; and
 - c. **SECTION V – DEFINITIONS**, Paragraph 9.a.; and
3. The words fire insurance are changed to insurance for fire, lightning, explosion, smoke, or leakage from automatic fire protective systems where it appears in **SECTION IV – COMMERCIAL GENERAL LIABILITY CONDITIONS**, Subsection 4. **Other Insurance**, Paragraph b. **Excess Insurance**.

B. Expected or Intended Injury – Property Damage

SECTION I – COVERAGES, COVERAGE A BODILY INJURY AND PROPERTY DAMAGE LIABILITY, 2. **Exclusions**, Paragraph a. **Expected Or Intended Injury** is deleted in its entirety and replaced by the following:

a. Expected Or Intended Injury

“Bodily injury” or “property damage” expected or intended from the standpoint of the insured. This exclusion does not apply to “bodily injury” or “property damage” resulting from the use of reasonable force to protect persons or property.

C. Limited Rental Lease Agreement Contractual Liability

SECTION I – COVERAGES, COVERAGE A BODILY INJURY AND PROPERTY DAMAGE LIABILITY, 2. **Exclusions**, Paragraph b. **Contractual Liability** is amended by adding the following:

Based on the named insured’s request at the time of claim, we agree to indemnify the named insured for their liability assumed in a contract or agreement regarding the rental or lease of a premises on behalf of their client, up to \$50,000.

This coverage extension only applies to rental lease agreements and is excess over any renter's liability insurance of the client.

D. Non-Owned Watercraft

SECTION I – COVERAGES, COVERAGE A BODILY INJURY AND PROPERTY DAMAGE LIABILITY, 2. Exclusions, g. Aircraft, Auto Or Watercraft, Paragraph (2) is amended to read as follows:

(2) A watercraft you do not own that is:

- (a) Less than 58 feet long; and
- (b) Not being used to carry persons or property for a charge;

This provision applies to any person, who with your consent, either uses or is responsible for the use of a watercraft. This insurance is excess over any other valid and collectible insurance available to the insured whether primary, excess or contingent.

E. Damage to Property You Own, Rent or Occupy

SECTION I – COVERAGES, COVERAGE A BODILY INJURY AND PROPERTY DAMAGE LIABILITY, 2. Exclusions, j. Damage To Property, Paragraph (1) is deleted in its entirety and replaced with the following:

- (1) Property you own, rent or occupy, including any costs or expenses incurred by you, or any other person, organization or entity, for repair, replacement, enhancement, restoration or maintenance of such property for any reason, including prevention of injury to a person or damage to another's property, unless the damage to property is caused by your client, up to a \$30,000 limit. A client is defined as a person under your direct care and supervision.

F. Medical Payments

- 1. If **COVERAGE C MEDICAL PAYMENTS** is not otherwise excluded from this Coverage Part the Medical Expense Limit is changed subject to all of the terms of **SECTION III – LIMITS OF INSURANCE** to the greater of:

- a. \$20,000; or
- b. The Medical Expense Limit shown in the Declarations of this Coverage Part.

- 2. Under **SECTION I – COVERAGES, COVERAGE C MEDICAL PAYMENTS**, Subsection 1. **Insuring Agreement**, Paragraph a., Item (b) is amended to read:

(b) The expenses are incurred and reported to us within three years of the date of the accident; and

G. Athletic Activities

SECTION I – COVERAGES, COVERAGE C MEDICAL PAYMENTS, 2. Exclusions, Paragraph e. Athletics Activities is deleted in its entirety and replaced with the following:

e. Athletics Activities

To a person injured while taking part in athletics.

H. Supplementary Payments

SECTION I – COVERAGES, SUPPLEMENTARY PAYMENTS – COVERAGES A AND B, Items 1.b. and 1.d. are amended as follows:

- b. The limit for the cost of bail bonds is changed from \$250 to \$2,500; and
- d. The limit for loss of earnings is changed from \$250 a day to \$500 a day.

I. Employee Indemnification Defense Coverage

SECTION I – COVERAGES, SUPPLEMENTARY PAYMENTS – COVERAGES A AND B is amended to include the following:

We will pay, on your behalf, defense costs incurred by an “employee” in a criminal proceeding.

The most we will pay for any “employee” who is directly involved in a criminal proceeding is \$25,000 regardless of the numbers of “employees,” claims or “suits” brought or persons or organizations making claims or bringing “suits.”

J. Who is An Insured

SECTION II – WHO IS AN INSURED is amended as follows:

1. Newly Acquired or Formed Organization

If coverage for newly acquired or formed organizations is not otherwise excluded from this Coverage Part, Paragraph **3.a.** is amended to read:

- a. Coverage under this provision is afforded until the end of the policy period;
- 2. Each of the following is also an insured:
 - a. **Broadened Named Insured** – Any organization and subsidiary thereof which you control and actively manage on the effective date of this Coverage Part. However, coverage does not apply to any organization or subsidiary not named in the Declarations as Named Insured, if they are also insured under another similar policy, but for its termination or the exhaustion of its limits of insurance.
 - b. **Blanket Additional Insureds When Required by Contract** – Any person or organization where required by a written contract executed prior to the occurrence of a loss. Such person or organization is an additional insured for "bodily injury," "property damage" or "personal and advertising injury" but only for liability arising out of the negligence of the named insured. The limits of insurance applicable to these additional insureds are the lesser of the policy limits or those limits specified in a contract or agreement. These limits are included within and not in addition to the limits of insurance shown in the Declarations.

The Additional Insured's limits of insurance do not increase our limits of insurance, as described in **SECTION III – LIMITS OF INSURANCE**.

- c. **Interns** – Your interns only while performing duties related to the conduct of your business.
- d. **Contractors** – Any individual or organization under written contract or written agreement with you who provides “staffing services” on your behalf and at your direction for your clients.

K. Duties in the Event of Occurrence, Offense, Claim or Suit

1. **SECTION IV – COMMERCIAL GENERAL LIABILITY CONDITIONS, 2.a.** the requirement that you must see to it that we are notified as soon as practicable of an “occurrence” or an offense, applies only when the “occurrence” or offense is known to:
 - a. You, if you are an individual;
 - b. A partner, if you are a partnership; or
 - c. An "executive officer" or insurance manager, if you are a corporation.
2. **SECTION IV – COMMERCIAL GENERAL LIABILITY CONDITIONS, 2. b.** the requirement that you must see to it that we receive notice of a claim or “suit” as soon as practicable will not be considered breached unless the breach occurs after such claim or “suit” is known to:
 - a. You, if you are an individual;
 - b. A partner, if you are a partnership; or
 - c. An "executive officer" or insurance manager, if you are a corporation.

L. Transfer of Rights of Recovery Against Others To Us

SECTION IV – COMMERCIAL GENERAL LIABILITY CONDITIONS, Paragraph 8. Transfer Of Rights Of Recovery Against Others To Us includes the following clarification:

Therefore, the insured can waive the insurer's rights of recovery prior to the occurrence of a loss, provided the waiver is made in a written contract.

M. Liberalization

SECTION IV – COMMERCIAL GENERAL LIABILITY CONDITIONS is amended to include the following additional condition:

Liberalization

If we revise this endorsement to provide more coverage without additional premium charge, we will automatically provide the additional coverage to all endorsement holders as of the day the revision is effective in your state.

N. Unintentional Failure To Disclose Hazards

SECTION IV – COMMERCIAL GENERAL LIABILITY CONDITIONS is amended to include the following additional condition:

Unintentional Failure To Disclose Hazards

It is agreed that, based on our reliance on your representations as to existing hazards, if you should unintentionally fail to disclose all such hazards prior to the beginning of the policy period

of this Coverage Part, we shall not deny coverage under this Coverage Part because of such failure.

O. Bodily Injury – Mental Anguish

SECTION V – DEFINITIONS, Paragraph **3.** is amended to read:

“Bodily injury”:

- a.** Means bodily injury, sickness or disease sustained by a person, and includes mental anguish resulting from any of these; and
- b.** Except for mental anguish, includes death resulting from the foregoing (Item **a.** above) at any time.

P. Personal and Advertising Injury – Abuse of Process, Discrimination

If **COVERAGE B PERSONAL AND ADVERTISING INJURY LIABILITY COVERAGE** is not otherwise excluded from this Coverage Part, the definition of “personal and advertising injury” is amended as follows:

1. SECTION V – DEFINITIONS, Paragraph **14.**, Item **b.** is revised to read:

- b.** Malicious prosecution or abuse of process;

2. SECTION V – DEFINITIONS, Paragraph **14.** is amended to include the following:

“Personal and advertising injury” also means discrimination based on race, color, religion, sex, age or national origin, except when:

- a.** Done intentionally by or at the direction of, or with the knowledge or consent of:
 - (1)** Any insured; or
 - (2)** Any executive officer, director, stockholder, partner or member of the insured; or
- b.** Directly or indirectly related to the employment, former or prospective employment, termination of employment, or application for employment of any person or persons by an insured; or
- c.** Directly or indirectly related to the sale, rental, lease or sublease or prospective sale, rental, lease or sub-lease of any room, dwelling or premises by or at the direction of any insured; or
- d.** Insurance for such discrimination is prohibited by or held in violation of law, public policy, legislation, court decision or administrative ruling.

The above does not apply to fines or penalties imposed because of discrimination.

Q. Section IV – Commercial General Liability Conditions is amended by the addition of the following:

The following language is added to Item **4. Other Insurance**:

Insurance under this endorsement is primary to and non-contributory with any other insurance maintained by the person or organization (Additional Insured), except for loss resulting from the sole negligence of that person or organization.

This condition applies even if other valid and collectible insurance is available to the Additional Insured for a loss or "occurrence" we cover for this Additional Insured.

R. Staffing Services Exclusions

The following exclusions are added to **SECTION I – COVERAGES, COVERAGE A BODILY INJURY AND PROPERTY DAMAGE**:

Actions Or Activities Of PEO Worker

"Bodily injury" or "property damage" arising from the actions or activities of any "PEO worker".

Professional Services Exclusion

"Bodily injury" or "property damage" due to the rendering of or failure to render any professional service. This exclusion does not apply to your liability for "bodily injury" or "property damage" arising out of your "employee's" providing or failing to provide professional health care services to another of your "employees", but no "employee" is an insured for his or her providing or failure to provide such professional health care services.

Wrongful Acts

"Bodily injury" or "property damage" arising from a wrongful act in the rendering or failure to render services to or for your client.

For the purposes of this exclusion, wrongful act shall mean any actual or alleged act, error, or omission, misstatement, or misleading statement in the course of providing "staffing services" to your clients by you or by any person for whose acts you are legally responsible.

SECTION I – COVERAGES, COVERAGE B PERSONAL AND ADVERTISING INJURY LIABILITY COVERAGE is amended as follows:

1. Exclusion **k.** does not apply.
2. Exclusions **a., b., e., f., g., h., i., l.,** and **p.** do not apply to any insured who did not personally acquiesce in or remain passive after having personal knowledge of such conduct. Our obligation to pay shall begin once the full extent of the assets of the responsible insured has been exhausted and once the Deductible as shown in the Declarations of the policy has been satisfied.
3. The following exclusions are added to Paragraph **2. Exclusions**:

Actions Or Activities Of PEO Worker

"Personal and advertising injury" arising from the actions or activities of any "PEO worker".

Professional Services Exclusion

"Personal and advertising injury" due to the rendering of or failure to render any professional service.

Wrongful Acts

"Personal and advertising injury" arising from a wrongful act in the rendering or failure to render services to or for your client.

For the purposes of this exclusion, wrongful act shall mean any actual or alleged act, error, or omission, misstatement, or misleading statement in the course of providing "staffing services" to your clients by you or by any person for whose acts you are legally responsible.

S. Staffing Services Definitions

1. SECTION V – DEFINITIONS, Paragraph 5. is revised to read:

"Employee" includes but is not limited to a "leased worker" and a "staffing service employee".
"Employee" does not include a "temporary worker" or a "PEO worker".

2. The following definitions are added to SECTION V – DEFINITIONS:

- a.** "PEO service" means staffing related services as a Professional Employer Organization (PEO) you provide to your clients and to "PEO workers" in connection with employment of such workers.
- b.** "PEO worker" means a person you lease to your client under a written "PEO service" agreement or contract.
- c.** "Staffing Services" means services provided by a staffing company to their clients including but not limited to:
 - (1)** Fulfillment of any of the administrative functions which would otherwise be normally fulfilled by an employer's human resource function;
 - (2)** Staffing related administrative services provided by an Administrative Services Organization (ASO);
 - (3)** "PEO service";
 - (4)** Staffing related services provided to your clients for the recruitment, selection and placement of a person for employment with a client.
 - (5)** Temporary, contingent or contract placement services;
 - (6)** Vendor Management Service (VMS), means the facilitation, purchase and management of "staffing services" for clients including the placement and fulfillment of orders for "staffing service employees";
 - (7)** Services performed on behalf of your client by a "staffing service employee" who is not a direct hire or permanent placement;
 - (8)** Services performed for a client company to supply that client company with a "staffing service employee".
- d.** "Staffing service employee" means a person who is furnished by you to your client to perform the duties to which you have agreed.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

ADDITIONAL INSURED – DESIGNATED PERSON OR ORGANIZATION

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

Name Of Additional Insured Person(s) Or Organization(s):

Any person or organization where required by a written contract executed prior to the occurrence of a loss. Such person or organization is an additional Insured for "bodily injury", "property damage" or "personal and advertising injury" but only for liability arising out of the negligence of the Named Insured.

Information required to complete this Schedule, if not shown above, will be shown in the Declarations.

A. Section II – Who Is An Insured is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by your acts or omissions or the acts or omissions of those acting on your behalf:

1. In the performance of your ongoing operations; or
2. In connection with your premises owned by or rented to you.

However:

1. The insurance afforded to such additional insured only applies to the extent permitted by law; and
2. If coverage provided to the additional insured is required by a contract or agreement, the insurance afforded to such additional insured will not be broader than that which you are required by the contract or agreement to provide for such additional insured.

B. With respect to the insurance afforded to these additional insureds, the following is added to Section III – Limits Of Insurance:

If coverage provided to the additional insured is required by a contract or agreement, the most we will pay on behalf of the additional insured is the amount of insurance:

1. Required by the contract or agreement; or
2. Available under the applicable Limits of Insurance shown in the Declarations;

whichever is less.

This endorsement shall not increase the applicable Limits of Insurance shown in the Declarations.

WAIVER OF TRANSFER OF RIGHTS OF RECOVERY AGAINST OTHERS TO US

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART
PRODUCTS/COMPLETED OPERATIONS LIABILITY COVERAGE PART

SCHEDULE

Name Of Person Or Organization:

Any person or organization who you are required to add by written contract which is executed prior to the occurrence of a loss to waive your rights of recovery, except for a loss resulting from the sole negligence from that person or organization.

Information required to complete this Schedule, if not shown above, will be shown in the Declarations.

The following is added to Paragraph 8. **Transfer Of Rights Of Recovery Against Others To Us** of Section IV – Conditions:

We waive any right of recovery we may have against the person or organization shown in the Schedule above because of payments we make for injury or damage arising out of your ongoing operations or "your work" done under a contract with that person or organization and included in the "products-completed operations hazard". This waiver applies only to the person or organization shown in the Schedule above.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.**DESIGNATED LOCATION LIMITS OF INSURANCE ENDORSEMENT**

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART**SCHEDULE**

Combined Total Designated Location Aggregate Limit	\$ 5,000,000
Designated Location Aggregate Limit	\$ 3,000,000

Designated Location(s):

Any location for which you have agreed, pursuant to a contract, to provide a separate Designated Location Aggregate Limit for that "location", except where such contract is prohibited by law.

- A.** The Combined Total Designated Location Aggregate Limit shown in the Schedule above is the most we will pay for the sum of all damages caused by "occurrences" under Section **I** - Coverage **A**, and for medical expenses caused by accidents under Section **I** - Coverage **C**, provided such "occurrences" and/or accidents can be attributed only to ongoing operations at all designated "locations" shown in the Schedule above.
- B.** Subject to Paragraph **A.** above, the following applies to all sums which the insured becomes legally obligated to pay as damages caused by "occurrences" under Section **I** - Coverage **A**, and for all medical expenses caused by accidents under Section **I** - Coverage **C**, provided the "occurrences" and/or accidents can be attributed only to ongoing operations at a single designated "location" shown in the Schedule above:
1. A separate Designated Location Aggregate Limit applies to each designated "location", and that limit is the amount shown in the Schedule as the Designated Location Aggregate Limit.
 2. The Designated Location Aggregate Limit is the most we will pay for the sum of all damages under Coverage **A**, except damages because of "bodily injury" or "property damage" included in the "products-completed operations hazard", and for medical expenses under Coverage **C** regardless of the number of:

- a. Insureds;

- b. Claims made or "suits" brought; or
 - c. Persons or organizations making claims or bringing "suits".
- 3. Any payments made under Coverage **A** for damages or under Coverage **C** for medical expenses shall reduce the Designated Location Aggregate Limit for that designated "location" and the Combined Total Designated Location Aggregate Limit. Such payments shall not reduce the General Aggregate Limit shown in the Declarations nor shall they reduce any other Designated Location Aggregate Limit for any other "location".
- 4. The limits shown in the Declarations for Each Occurrence, Damage To Premises Rented To You and Medical Expense continue to apply. However, instead of being subject to the General Aggregate Limit shown in the Declarations, such limits will be subject to the applicable Designated Location Aggregate Limit.
- C. For all sums which the insured becomes legally obligated to pay as damages caused by "occurrences" under Section **I** - Coverage **A**, and for all medical expenses caused by accidents under Section **I** - Coverage **C**, which cannot be attributed only to ongoing operations at a single designated "location":
 - 1. Any payments made under Coverage **A** for damages or under Coverage **C** for medical expenses shall reduce the amount available under the General Aggregate Limit or the Products-Completed Operations Aggregate Limit shown in the Declarations, whichever is applicable.
 - 2. Such payments shall not reduce:
 - a. any Designated Location Aggregate Limit; or
 - b. the Combined Total Designated Location Aggregate Limit.
- D. When coverage for liability arising out of the "products-completed operations hazard" is provided, any payments for damages because of "bodily injury" or "property damage" included in the "products-completed operations hazard" will reduce the Products-Completed Operations Aggregate Limit. They will not reduce:
 - 1. the General Aggregate Limit;
 - 2. the Designated Location Aggregate Limit; or
 - 3. the Combined Total Designated Location Aggregate Limit.
- E. For the purposes of this endorsement, the **Definitions** section is amended by the addition of the following:

"Location" means premises owned by or rented to you, as shown in the Schedule, and comprising the same or connected lots, or premises that would be connected but for a street, roadway, waterway or railroad right-of-way.
- F. Any provisions of Section **III - Limits Of Insurance** not otherwise modified by this endorsement will still apply.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.**DESIGNATED PROJECT LIMITS OF INSURANCE ENDORSEMENT**

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART**SCHEDULE**

Combined Total Designated Project Aggregate Limit	\$ 5,000,000
Designated Project Aggregate Limit	\$ 3,000,000

Designated Project(s):

Any project for which you have agreed, pursuant to a contract, to provide a separate Designated Project Aggregate Limit for that "project", except where such contract is prohibited by law.

- A.** The Combined Total Designated Project Aggregate Limit shown in the Schedule above is the most we will pay for the sum of all damages caused by "occurrences" under Section **I** - Coverage **A**, and for medical expenses caused by accidents under Section **I** - Coverage **C**, provided such "occurrences" and/or accidents can be attributed only to ongoing operations at all designated "projects" shown in the Schedule above.
- B.** Subject to Paragraph **A.** above, the following applies to all sums which the insured becomes legally obligated to pay as damages caused by "occurrences" under Section **I** - Coverage **A**, and for all medical expenses caused by accidents under Section **I** - Coverage **C**, provided the "occurrences" and/or accidents can be attributed only to ongoing operations at a single designated "project" shown in the Schedule above:
- 1.** A separate Designated Project Aggregate Limit applies to each designated "project", and that limit is the amount shown in the Schedule as the Designated Project Aggregate Limit.
 - 2.** The Designated Project Aggregate Limit is the most we will pay for the sum of all damages under Coverage **A**, except damages because of "bodily injury" or "property damage" included in the "products-completed operations hazard", and for medical expenses under Coverage **C** regardless of the number of:
 - a.** Insureds;

- b. Claims made or "suits" brought; or
 - c. Persons or organizations making claims or bringing "suits".
- 3. Any payments made under Coverage **A** for damages or under Coverage **C** for medical expenses shall reduce the Designated Project Aggregate Limit for that designated "project" and the Combined Total Designated Project Aggregate Limit. Such payments shall not reduce the General Aggregate Limit shown in the Declarations nor shall they reduce any other Designated Project Aggregate Limit for any other "project".
- 4. The limits shown in the Declarations for Each Occurrence, Damage To Premises Rented To You and Medical Expense continue to apply. However, instead of being subject to the General Aggregate Limit shown in the Declarations, such limits will be subject to the applicable Designated Project Aggregate Limit.
- C. For all sums which the insured becomes legally obligated to pay as damages caused by "occurrences" under Section **I** - Coverage **A**, and for all medical expenses caused by accidents under Section **I** - Coverage **C**, which cannot be attributed only to ongoing operations at a single designated "project":
 - 1. Any payments made under Coverage **A** for damages or under Coverage **C** for medical expenses shall reduce the amount available under the General Aggregate Limit or the Products-Completed Operations Aggregate Limit shown in the Declarations, whichever is applicable.
 - 2. Such payments shall not reduce:
 - a. any Designated Project Aggregate Limit; or
 - b. the Combined Total Designated Project Aggregate Limit.
- D. When coverage for liability arising out of the "products-completed operations hazard" is provided, any payments for damages because of "bodily injury" or "property damage" included in the "products-completed operations hazard" will reduce the Products-Completed Operations Aggregate Limit. They will not reduce:
 - 1. the General Aggregate Limit;
 - 2. the Designated Project Aggregate Limit; or
 - 3. the Combined Total Designated Project Aggregate Limit.
- E. For the purposes of this endorsement, the **Definitions** section is amended by the addition of the following:

"Project" means the operations you perform pursuant to a contract, as shown in the Schedule. It includes collectively, all premises, other than premises owned by or rented to you, on which you are performing operations that are set forth in the applicable contract pertaining to such "project". If the applicable "project" has been abandoned, delayed, or abandoned and then restarted, or if the authorized contracting parties deviate from plans, blueprints, designs, specifications or timetables, the project will still be deemed to be the same "project".
- F. Any provisions of Section **III - Limits Of Insurance** not otherwise modified by this endorsement will still apply.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.**CANCELLATION NOTICE TO SCHEDULED ADDITIONAL INSURED OR
CERTIFICATE HOLDER**

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART
 PROFESSIONAL LIABILITY COVERAGE PART
 COMMERCIAL CRIME COVERAGE PART
 COMMERCIAL INLAND MARINE COVERAGE PART
 COMMERCIAL PROPERTY COVERAGE PART
 COMMERCIAL AUTOMOBILE COVERAGE PART

SCHEDULE OF ADDITIONAL INSURED OR CERTIFICATE HOLDERS

AI or CH	Additional Insured or Certificate Holder	Address
CH & AI	Any person or organization with whom you have agreed to provide 30 days prior written notice of cancellation as provided by your insurance broker of such person or organization and that list is provided to us prior to any such cancellation	Various

The following is added to **A. CANCELLATION** of the Common Policy Conditions of the above applicable coverage part:

- A.** In the event we cancel the policy in accordance with the policy's terms and conditions, we will endeavor to mail written notice of cancellation to Additional Insureds or Certificate Holders, shown in the above SCHEDULE within the time frame listed below. However, failure to mail such notice shall impose no obligation of any kind upon us, our agents or representatives.
1. 30 days before the effective date of cancellation if we cancel for any reason other than for non - payment of premium.

As respects Additional Insureds, the above cancellation provision applies only when the Additional Insured shown in the above **SCHEDULE** is added to the policy by a separate additional insured endorsement as the **CANCELLATION NOTICE TO ADDITIONAL INSURED OR CERTIFICATE HOLDER** does not provide additional insured coverage.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

DESIGNATED INSURED

This endorsement modifies insurance provided under the following:

BUSINESS AUTO COVERAGE FORM
GARAGE COVERAGE FORM
MOTOR CARRIER COVERAGE FORM
TRUCKERS COVERAGE FORM

With respect to coverage provided by this endorsement, the provisions of the Coverage Form apply unless modified by this endorsement.

This endorsement identifies person(s) or organization(s) who are "insureds" under the Who Is An Insured Provision of the Coverage Form. This endorsement does not alter coverage provided in the Coverage Form.

This endorsement changes the policy effective on the inception date of the policy unless another date is indicated below.

Named Insured: Motus Recruiting & Staffing, Inc.

Endorsement Effective Date: 08/01/2025

SCHEDULE

Name of Person(s) or Organization(s):

Any person or organization where required by a written contract executed prior to the occurrence of a loss. Such person or organization is an additional Insured but only for liability arising out of the negligence of the named insured.

(If no entry appears above, information required to complete this endorsement will be shown in the Declarations as applicable to the endorsement.)

Each person or organization shown in the Schedule is an "insured" for Liability Coverage, but only to the extent that person or organization qualifies as an "insured" under the Who Is An Insured Provision contained in **Section II** of the Coverage Form.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

WAIVER OF TRANSFER OF RIGHTS OF RECOVERY AGAINST OTHERS TO US (WAIVER OF SUBROGATION)

This endorsement modifies insurance provided under the following:

BUSINESS AUTO COVERAGE FORM
BUSINESS AUTO PHYSICAL DAMAGE COVERAGE FORM
GARAGE COVERAGE FORM
MOTOR CARRIER COVERAGE FORM
TRUCKERS COVERAGE FORM

With respect to coverage provided by this endorsement, the provisions of the Coverage Form apply unless modified by the endorsement.

This endorsement changes the policy effective on the inception date of the policy unless another date is indicated below.

Named Insured: Motus Recruiting & Staffing, Inc.

Endorsement Effective Date: 08/01/2025

SCHEDULE

Name(s) Of Person(s) Or Organization(s):

Any person or organization who you are required to add by written contract which is executed prior to the occurrence of a loss to waive your rights of recovery, except for a loss resulting from the sole negligence from that person or organization.

Information required to complete this Schedule, if not shown above, will be shown in the Declarations.

The Transfer Of Rights Of Recovery Against Others To Us Condition does not apply to the person(s) or organization(s) shown in the Schedule, but only to the extent that subrogation is waived prior to the "accident" or the "loss" under a contract with that person or organization.

**AMENDED DEFINITION OF INSURED - INCLUDING INDEPENDENT CONTRACTORS AND
ADDITIONAL INSUREDS**

Form Number	CYUSP-50EN-000020-0623-02
Effective Date of Endorsement	March 17, 2025
Named Insured	Motus Recruiting & Staffing
Filing Policy Number	C-4LWN-155143-CYBER-2025
Issued by (Name of Insurance Company)	Arch Specialty Insurance Company, Ascot Specialty Insurance Company, Aspen Specialty Insurance Company, Fireman's Fund Indemnity Corporation, Fortegra Specialty Insurance Company

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY

This endorsement modifies insurance provided under the following:

COALITION CYBER POLICY

In consideration of the premium charged for this Policy, it is hereby understood and agreed that:

1. The definition of “**Insured, you, or your**” under SECTION IX, DEFINITIONS is deleted and replaced with the following:

Insured, you, or your	means: 1. the named insured; 2. a subsidiary; 3. senior executives; 4. employees; 5. an independent contractor, who is a natural person, but only while acting in the normal course of the named insured or subsidiary's business operations while under their direct supervision; 6. with respect to Sections II.A, NETWORK AND INFORMATION SECURITY LIABILITY, and II.B, REGULATORY DEFENSE AND PENALTIES, any person or entity you have agreed in a written contract or agreement to add as an additional insured to a policy providing the type of coverage afforded by this Policy, provided such contract or agreement is in effect or becomes effective during the policy period, and solely for such person's or entity's liability arising out of the named insured's or subsidiary's acts (hereafter an additional insured);
-----------------------	--

	7. the estates, heirs, legal representatives, or assignees of any employee or senior executive in the event of their death, incapacity, insolvency, or bankruptcy but solely for the estates', heirs', legal representatives', or assignee's liability arising out of the acts committed by the employee or senior executive, in their capacity as such; and 8. the spouse, domestic partner, or civil partner of any employee or senior executive solely for such spouse's, domestic partner's, or civil partner's liability resulting from a claim against the employee or senior executive, in their capacity as such; or their ownership or interest in property which the claimant seeks as recovery for a claim against the employee or senior executive, in their capacity as such.
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2. SECTION III, EXCLUSIONS – WHAT IS NOT COVERED, Paragraph J. INSURED VERSUS INSURED, is deleted and replaced with the following:

INSURED VERSUS INSURED	Any claim made by or on behalf of: 1. an insured under this Policy; however, this exclusion will not apply to an otherwise covered claim made by: a. an employee arising from a security failure or data breach; or b. an additional insured; 2. any business enterprise in which you have greater than a twenty percent (20%) ownership interest; or 3. any parent company or other entity that owns more than twenty percent (20%) of an insured.
------------------------	--

All other terms and conditions of this Policy remain unchanged.

This endorsement forms a part of the Policy to which attached, effective on the inception date of the Policy unless otherwise stated herein.

WAIVER OF SUBROGATION PER CONTRACT ENDORSEMENT

Form Number	SP 15 810 0318
Effective Date of Endorsement	March 17, 2025
Named Insured	Motus Recruiting & Staffing
Filing Policy Number	C-4LWN-155143-CYBER-2025
Issued by (Name of Insurance Company)	Arch Specialty Insurance Company, Ascot Specialty Insurance Company, Aspen Specialty Insurance Company, Fireman's Fund Indemnity Corporation, Fortegra Specialty Insurance Company

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY

This endorsement modifies insurance provided under the following:

COALITION CYBER POLICY

In consideration of the premium charged for this Policy, it is hereby understood and agreed that:

SECTION IV, YOUR OBLIGATIONS AS AN INSURED, OBLIGATION TO PRESERVE OUR RIGHT OF SUBROGATION is deleted and replaced with the following:

OBLIGATION TO PRESERVE OUR RIGHT OF SUBROGATION	In the event of any payment by us under this Policy, we will be subrogated to all of your rights of recovery. You will do everything necessary to secure and preserve such subrogation rights, including the execution of any documents necessary to enable us to bring suit in your name. You will not do anything after an incident or event giving rise to a claim or loss to prejudice such subrogation rights without first obtaining our consent. This obligation does not apply to the extent that the right to subrogate is waived by you under a written contract with that person or organization, prior to the incident or event giving rise to the claim or loss
--	---

All other terms and conditions of this Policy remain unchanged.

This endorsement forms a part of the Policy to which attached, effective on the inception date of the Policy unless otherwise stated herein.

WAIVER OF OUR RIGHT TO RECOVER FROM OTHERS ENDORSEMENT

We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule. (This agreement applies only to the extent that you perform work under a written contract that requires you to obtain this agreement from us.)

This agreement shall not operate directly or indirectly to benefit anyone not named in the Schedule.

Schedule

**ANY PERSON OR ORGANIZATION FOR WHOM YOU ARE REQUIRED BY
WRITTEN STAFFING CONTRACT OR AGREEMENT TO OBTAIN THIS
WAIVER OF RIGHTS**

This endorsement changes the policy to which it is attached and is effective on the date issued unless otherwise stated.
(The information below is required only when this endorsement is issued subsequent to preparation of the policy.)

Endorsement Effective 03-01-26 Policy No. WCC370514A00
Insured **MOTUS RECRUITING AND STAFFING INC**
Insurance Company **NATIONAL CASUALTY COMPANY**

Endorsement No.
Premium \$ **INCL.**

Countersigned By _____

UTAH WAIVER OF SUBROGATION ENDORSEMENT

This endorsement applies only to the insurance provided by the policy because Utah is shown in Item 3.A. of the Information Page.

We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule. (This agreement applies only to the extent that you perform work under a written contract that requires you to obtain this agreement from us.)

This agreement shall not operate directly or indirectly to benefit anyone not named in the Schedule. Our waiver of rights does not release your employees' rights against third parties and does not release our authority as trustee of claims against third parties.

Schedule

**ANY PERSON OR ORGANIZATION FOR WHOM YOU ARE REQUIRED BY
WRITTEN STAFFING CONTRACT OR AGREEMENT TO OBTAIN THIS WAIVER
OF RIGHTS**

TEXAS WAIVER OF OUR RIGHT TO RECOVER FROM OTHERS ENDORSEMENT

This endorsement applies only to the insurance provided by the policy because Texas is shown in Item 3.A. of the Information Page.

We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule, but this waiver applies only with respect to bodily injury arising out of the operations described in the Schedule where you are required by a written contract to obtain this waiver from us.

This endorsement shall not operate directly or indirectly to benefit anyone not named in the Schedule.

The premium for this endorsement is shown in the Schedule.

Schedule**1. ☐ Specific Waiver**

Name of person or organization

☒ Blanket Waiver

Any person or organization for whom the Named Insured has agreed by written contract to furnish this waiver.

2. Operations:

**ANY PERSON OR ORGANIZATION FOR WHOM YOU ARE REQUIRED BY
WRITTEN STAFFING CONTRACT OR AGREEMENT TO OBTAIN THIS WAIVER
OF RIGHTS**

3. Premium:

The premium charge for this endorsement shall be _____ percent of the premium developed on payroll in connection with work performed for the above person(s) or organization(s) arising out of the operations described.

4. Advance Premium:

ALTERNATE EMPLOYER ENDORSEMENT

This endorsement applies only with respect to bodily injury to your employees while in the course of special or temporary employment by the alternate employer in the state named in Item 2 of the Schedule. Part One (Workers Compensation Insurance) and Part Two (Employers Liability Insurance) will apply as though the alternate employer is insured. If an entry is shown in Item 3 of the Schedule the insurance afforded by this endorsement applies only to work you perform under the contract or at the project named in the Schedule.

Under Part One (Workers Compensation Insurance) we will reimburse the alternate employer for the benefits required by the workers compensation law if we are not permitted to pay the benefits directly to the persons entitled to them.

The insurance afforded by this endorsement is not intended to satisfy the alternate employer's duty to secure its obligations under the workers compensation law. We will not file evidence of this insurance on behalf of the alternate employer with any government agency.

We will not ask any other insurer of the alternate employer to share with us a loss covered by this endorsement.

Premium will be charged for your employees while in the course of special or temporary employment by the alternate employer.

The policy may be canceled according to its terms without sending notice to the alternate employer.

Part Four (Your Duties If Injury Occurs) applies to you and the alternate employer. The alternate employer will recognize our right to defend under Parts One and Two and our right to inspect under Part Six.

Schedule

- | | Alternate Employer | Address |
|----|---|----------------|
| 1. | BLANKET WHERE REQUIRED BY
WRITTEN STAFFING CONTRACT | |
| 2. | State of Special or Temporary Employment
ID MD NV OR UT | |
| 3. | Contract or Project
WRITTEN STAFFING CONTRACT MUST BE EFFECTIVE PRIOR TO LOSS
OCCURRENCE | |

ALTERNATE EMPLOYER ENDORSEMENT

This endorsement applies only with respect to bodily injury to your employees while in the course of special or temporary employment by the alternate employer in the state named in the schedule. Part One (Workers Compensation Insurance) and Part Two (Employers Liability Insurance) will apply as though the alternate employer is insured.

Under Part One (Workers Compensation Insurance) we will reimburse the alternate employer for the benefits required by the workers compensation law if we are not permitted to pay the benefits directly to the persons entitled to them.

The insurance afforded by this endorsement is not intended to satisfy the alternate employer's duty to secure its obligations under the workers compensation law. We will not file evidence of this insurance on behalf of the alternate employer with any government agency.

We will not ask any other insurer of the alternate employer to share with us a loss covered by this endorsement.

Premium will be charged for your employees while in the course of special or temporary employment by the alternate employer.

The policy may be canceled according to its terms without sending notice to the alternate employer.

Part Four (Your Duties If Injury Occurs) applies to you and the alternate employer. The alternate employer will recognize our right to defend under Parts One and Two and our right to inspect under Part Six.

SCHEDULE

ALTERNATE EMPLOYER	ADDRESS	STATE OF SPECIAL OR TEMPORARY EMPLOYMENT
BLANKET WHERE REQUIRED BY WRITTEN STAFFING CONTRACT		TX
WRITTEN STAFFING CONTRACT MUST BE EFFECTIVE PRIOR TO LOSS OCCURRENCE		

THE TOWN OF PAONIA, COLORADO

Executive Search Services for

Town Administrator

RFP 2026 - 03

Prepared by Robert E. Slavin on July 31, 2026



3040 Holcomb Bridge Rd. Suite A-1 • Norcross, Georgia 30071 • (770) 449-4656 • FAX (770) 416-0848 • E-mail:
slavin@bellsouth.net www.slavinweb.com

With an affiliates in Burlington, NC; Cincinnati, OH; Louisville, KY; Manteca, CA and Queen Creek, AZ



July 31, 2026

Town of Paonia
214 Grand Ave.
PO Box 460
Paonia, CO 81428

Via Email to: Paonia@TownofPaonia.com cc: SamiraV@TownofPaonia.com

Re: RFP 2026 - 03 Executive Search Services for the Position of Town Administrator

Slavin Management Consultants (SMC) is pleased to submit this proposal to conduct an executive search for the next Town Administrator of Paonia. The purpose of this project is to help the Mayor and Board to develop and agree to a comprehensive position profile for Town Administrator and then to identify, recruit and present outstanding candidates who meet these criteria. Once the profile has been approved by the Mayor and Board, SMC will have no difficulty identifying quality prospective candidates and becoming immediately productive. It is normal for a Town Administrator search to take between sixty and ninety days to complete.

SMC is a national firm, strategically based in Norcross, Georgia for easy access to Atlanta's Hartsfield - Jackson International Airport - the world's busiest airport. We have affiliates in Burlington, NC; Cincinnati, OH; Louisville, Ky; Manteca, CA and Queen Creek, AZ.

As a high quality, independent management consulting firm, Slavin Management Consultants is most capable and interested in providing these services to the Town. Over the years we have recruited more than 900 local government executives including many in Colorado. Our Colorado clients include Adams County, Adams County School Dist #14, Arapahoe County, Archuleta County, Arvada, Durango, Englewood, Evans, Frisco, Golden, Fort Collins, Greenwood Village, Lakewood, La Plata County, Longmont, Loveland, Mesa County, Northglenn, Pueblo, Rifle, Steamboat Springs and Thornton.

This proposal commits the highest level of our firm's resources. I, Bob Slavin, will manage the search. Myself and John Kross will serve as the primary consultants for the project. I am the owner and president of SMC and am among the most experienced recruiters of governmental managers in the nation. Our company has a strong and proven commitment to providing exceptional recruitment services to public agencies and has received many accolades supporting this work. *I have the authority to bind the corporation.* Ms. Randi Frank will assist with the project if the need occurs. All three consultants have served in executive level local government positions and are highly experienced governmental executive recruitment consultants. I have the authority to bind SMC to a contract with the Town of Paonia.

SMC hereby certifies that this proposal is made without previous understanding, agreement, or connection with any person, firm or corporation making a proposal; without prior knowledge of competitive prices, and it is in all respect fair; and without outside control, collusion, fraud, or otherwise illegal action.

Thank you for the opportunity to submit this proposal. We look forward to working with the Town of Paonia on this critical and highly challenging project. If you have questions concerning this proposal, please contact me at (770) 449-4656.

Very truly yours,

SLAVIN MANAGEMENT CONSULTANTS

Robert E. Slavin, President

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Minority and Female Placements

PROPOSAL NARRATIVE

About Paonia, Colorado

From the information provided by the Town, we know that Paonia is located on Colorado's Western Slope in the North Fork Valley in eastern Delta County and is situated on the North Fork of the Gunnison River. It is 230 miles southwest of Denver. Primary access is by Highway 133, which connects to 170 and US50. The Town encompasses 0.85 square miles and has a population of approximately 1,500. It's renowned for its high-quality fruit orchards, vineyards, and wineries and is the center of organic agriculture in Colorado and it's spectacular scenery.

The North Fork Valley has been designated by the US government as an American Viticulture Area known as the West Elks. The economy also benefits from the one coal mining company that continues to operate in the valley. Paonia is also recognized for its vibrant arts and creative sector. The Town is home to the North Fork Valley Creative Coalition, which manages Paonia's state-certified Creative District. This initiative has fostered a strong arts community and hosts recurring events such as Final Friday Frolics, the Mountain Harvest Festival, and the Holiday Art Fair.

The Town also draws visitors to long-standing traditions including Cherry Days, Top '0 the Rockies BMW Rally, and Pickin' in the Park, reinforcing Paonia's identity as both an agricultural hub and a center of cultural vitality.

The Town of Paonia provides a full range of public services, including a Police Department, Municipal Utilities (water, wastewater, and trash), Infrastructure (drainage, streets, public buildings, and sidewalks), and Recreational programs (parks and recreation activities). The Town has retained the general counsel contract services of Clayton Buchner.

Paonia has a Mayor-Town Board form of government with a contract Town Administrator. There are six (6) Board of Trustee representatives. Each representative is elected to the Board for staggered four (4) year terms. The Mayor is elected for a four (4) year term. Every two (2) years, the Mayor's position (possibly) and at least three (3) Trustee positions are up for election. The Mayor and all Trustees are elected "at-large."

Town staff currently consists of 23 full-time, 1 part-time and 2 seasonal employees to manage the Town's day-to-day business. Town departments include administration, public works, and police. In addition to the Board of Trustees and the Mayor, there are currently three (3) volunteer boards: Planning Commission, combined Zoning Board of Adjustments/Building Code Board of Appeals, and the North Fork Valley Airport Advisory Committee.

Firms Experience

Slavin Management Consultants (SMC) is an independent management consulting firm formed in 1991 and incorporated in the State of Georgia. We operate nationwide from our home office located near Atlanta at 3040 Holcomb Bridge Road, A1; Norcross, Georgia 30071. Phone: (770) 449-4656; fax: (770) 416-0848 and email: slavin@bellsouth.net.

SMC is a Georgia corporation. The principal and only stock holder of the firm is Robert E. Slavin. Paul D. Blackstone is Corporate Secretary. He and Mr. Slavin are the only officers of SMC.

SMC provides exceptionally high-quality consulting services to state and local governments, health care providers, transit authorities, utilities, special districts, and private sector clients. Specialty practice areas include executive recruitment, pay and classification, performance appraisal systems, and organization development and training. Our key consultants have conducted successful assignments for hundreds of public sector organizations nationally and offer many references as testimony of our work.

We use a "critical path" search process which allows our clients to focus attention on the selection process rather than on identifying, recruiting, screening and evaluating candidates. We understand that each client's need for key executives is different and that there is no "best" person for all situations. The best prospects are typically happily employed and not responding to advertisements. These people need to be

PROPOSAL NARRATIVE

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We use a "critical path" search process which allows our clients to focus attention on the selection process rather than on identifying, recruiting, screening and evaluating candidates. We understand that each client's need for key executives is different and that there is no "best" person for all situations. The best prospects are typically happily employed and not responding to advertisements. These people need to be

found and encouraged to become candidates. They are understandably reluctant to apply for positions when their interest could become a matter of public information prior to being assured that the Town is interested in their candidacy. Our approach to this assignment will reflect the unique qualities of Paonia. It will honor the interests of candidates to the extent possible under Colorado law.

In considering our proposal we point out several factors about our firm and our approach that will be of significant benefit to the Town:

- We are results oriented. Once the recruitment profile is approved, we “lock” into the criteria established and carefully identify, recruit and evaluate candidates who meet **your criteria**. We do not simply bring forward candidates whom we may already know.
- Our key staff members have extensive experience in conducting executive searches for the public sector throughout the nation.
- We are committed to complete client satisfaction. Our successful placement-oriented approach will ensure that the project work is practical, realistic, timely and that it has the full commitment and support of the Town so that a successful placement will be facilitated.
- We use discount airfares and leverage trips between clients whenever possible to reduce expenses to our clients.
- We are leaders in the field of executive search in the public sector and our methodologies are state-of-the-art. We can address all aspects of your assignment.
- Our experience includes large and small organizations, and chief executives and subordinate level positions.
- According to the International City/County Management Association, the average tenure of a city/county manager is approximately five years. The average tenure of local government chief executives placed by Slavin Management Consultants exceeds seven years.
- Our style is interactive. That is, we strive to build a partnership with our clients.
- We are experts in EEO/AA recruitment. More than 25% of our placements are women and/or minorities.
- SMC is an equal opportunity employer and recruiter, and will not discriminate against any employee or applicant for employment because of race, religion, creed, color, sex, sexual orientation, disability or national origin.

PROJECT METHODOLOGY

We recommend a five-step process as follows:

- Define job qualifications and requirements for the Town Administrator position — the “recruitment profile.”
- Identify and recruit qualified candidates.
- Evaluate prospective candidates.
- Make recommendations, help in selection and facilitate employment.
- Establish evaluation criteria and follow-up.

Each step of this process is described below.

A. Develop Position Profile

We will meet with the Mayor and each member of the Town Board (Mayor and Board) individually and, with the Mayor and Board's approval, with staff and community leaders to learn the Town's needs, focus and requirements such as experience, education and training as well as preferred management style and personal traits. In developing the recruitment profile, we will spend a considerable amount of time at the beginning of the process in Paonia to gather information about the Town and to ascertain, the unique challenges of the job and the general environment within which the position functions.

Once we have the necessary information, we will prepare a draft recruitment profile and review it with the Mayor and Board to arrive at a general agreement regarding the specifications for the position. The final profile will include information about the Delta County region, the Town of Paonia, the Town government, major issues to be faced, the position and the selection criteria established.

B. Identify Qualified Candidates

Once we know and understand the Town's criteria and expectations we will develop a targeted marketing program specifically designed to meet those expectations. SMC's recruitment methodologies are state-of-the-art and include placing advertising in professional publications and on professional websites, outreach networking using professional association and social media websites and professional data bases.. SMC will acknowledge all resumes received and will carefully screen all applicants.

C. Evaluate Prospective Candidates

Preliminary Screening and Progress Report

Criteria for the preliminary screening will be contained in the approved recruitment profile. They will include such items as education, technical knowledge, experience, accomplishments, management style, personal traits, etc. Screening of candidates against those criteria will be based on data contained in the resume and other data provided by the candidates and on our knowledge of the organizations in which they work. At this stage, each candidate must demonstrate that he or she meets the minimum qualifications specified in the recruitment profile.

We ask well-qualified candidates to complete a comprehensive supplemental questionnaire that is specifically tailored to the Town's profile. Through this written instrument, candidates provide substantial information about their career interests and accomplishments, their leadership and management philosophy and style, reasons for job changes, their future career aspirations, etc. We will develop a list of semifinalist candidates from this information.

We will then meet with the Mayor and Board to provide a progress report the semifinalist candidates. The semifinalist candidates will be top prospects who clearly meet the Town's specifications. With guidance from the Mayor and Board, we will narrow the semifinalist candidate group. During this meeting we will determine the Mayor and Board's expectations relative to the components and scheduling of the final candidate interview process.

D. Selection and Employment

In-depth Screening and Final Report

To develop a finalist candidate group, we interview the semifinalist candidates whom the Mayor and Board has the greatest interest in. Proper "fit" is as important as technical ability. We assess both. To best assess candidates' management style and interpersonal characteristics, we interview either virtually or in person. We closely examine each candidate's experience, qualifications, achievements, management style and interpersonal skills in view of the Town's selection criteria and our professional expertise in evaluating the quality of such qualifications, skills and achievements.

We conduct in-depth background checks on those individuals who continue to demonstrate their overall suitability for the position. Included are detailed reference checks which cover a minimum period of ten years or three positions. In conducting these, it is our practice to speak directly to individuals who are now or have been in positions to evaluate the candidate's job performance. We ask each candidate to provide us with a large number of references. We then network these references to other persons who know the candidate. In this way, we thoroughly evaluate each candidate. These references and evaluations are combined to provide frank and objective appraisals of the top candidates.

As part of our evaluation process we conduct credit checks and verify undergraduate and graduate college degrees. We also conduct internet, social media, sex offender registry, criminal, civil and driving court

records checks. At the City's option, we can arrange for psychological (or similar) testing of the candidates. This optional item may result in extra cost.

We then meet with the Mayor and Board to present a group of well-qualified finalist candidates for interviews in Paonia. These final candidates will not be ranked because, at this point, they will all be qualified and it will then be a matter of chemistry between the candidates and the Mayor and Board that should produce the final selection decision.

Our final report will be presented in a meeting with the Mayor and Board. This written report is a comprehensive document. It contains our candidate recommendations, details about the search, interview tips, interview questions, candidate evaluation forms and information about legal vs. illegal inquiries. The report includes the candidate interview schedule and recommendations relative to timing, sequencing, location, setting, format, and conduct of interviews. The report contains comprehensive information about each recommended candidate. This includes educational and experience information, an evaluation of the candidate's experience relative to the criteria established by the Town, a summary of reference comments and a statement of accomplishments and management style prepared by the candidate. Present and/or expected compensation is also provided for each recommended candidate.

We will provide information about trends in employment, employment contracts and agreements, relocation expenses, perquisites, appropriate roles for spouses, receptions, etc. We arrange schedules for top candidate interviews with the Town and we will coordinate the entire process.

We will properly handle any and all media relations. Unless otherwise directed, it is our standard practice to tell all media that we are working on behalf of the Town of Paonia and that any public statement should come from the Town directly. Under no conditions will we release information to the media unless specifically directed by the Town to do so.

We will notify all unsuccessful candidates of the final decision reached. We will continue to work for the Town until a suitable candidate is recruited and hired by the Town.

E. Establish Evaluation Criteria

Once the new Town Administrator has been on board for 30 days or so, we will conduct a session with the Mayor and Board and with the new Town Administrator to establish mutual performance criteria and goals for the position.

F. Follow-up

We will follow-up with the Mayor and Board and the new Town Administrator during the first year and assist in making any adjustments that may be necessary.

G. Reporting

We will keep the Town informed, involved in decisions and involved in the search process. We will provide frequent progress reports to the Town.

H. Deliverables

Deliverables include the recruitment profile (draft and final), the advertisement (draft and final), the progress report (presented in person), the final report (presented in person) with interview tips, interview schedule, interview questions, candidate resumes, candidate evaluations, candidate writing samples, rating sheets, ranking forms, tabulation forms and appropriate/inappropriate question list and negotiated employment agreement between the Town and the selected candidate.

SMC is an equal opportunity employer and recruiter and will not discriminate against any employee or applicant for employment because of race, religion, creed, color, sex, sexual orientation, disability or national origin.

I. Typical Project Time Line

A typical Town Administrator search process takes between sixty (60) and ninety (90) days to complete. and typically follows the following pattern:

		DAYS			
STEPS		1-30	30-45	45-60	60-360
1.	DEVELOP SEARCH PROCESS, RECRUITMENT PROFILE AND ADVERTISING PROGRAM FOR Town APPROVAL	✓			
2.	IDENTIFY QUALIFIED CANDIDATES, REVIEW DATA BASE, NETWORK, RECEIVE AND REVIEW RESUMES	✓	✓		
3.	SCREEN & EVALUATE PROSPECTIVE CANDIDATES		✓		
4.	PROGRESS MEETING AND REPORT		✓		
5.	INTERVIEW AND EVALUATE PROSPECTIVE CANDIDATES		✓	✓	
6.	SUBMIT FINAL REPORT AND RECOMMENDATIONS, ASSIST IN SELECTION, FACILITATE EMPLOYMENT			✓	
7.	ESTABLISH EVALUATION CRITERIA AND FOLLOW-UP				✓

Assuming an early response from quality candidates, we will recommend that the process be shortened so as not to loose them to competing opportunities.

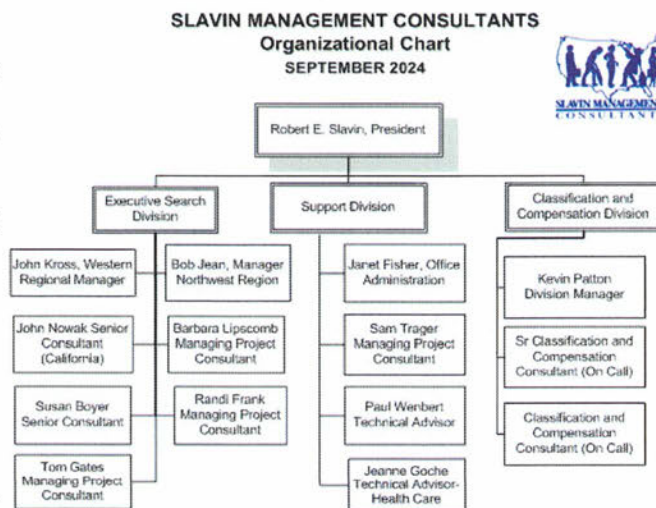
Approximately twelve semifinalist candidates are presented to the Mayor and Board at the progress meetings. Generally, about five finalist candidates are presented for interviews with the Mayor and Board.

J. Town Responsibilities

Our clients typically assign a staff member to serve as our client/consultant liaison. Liaison duties are minimal and include making meeting arrangements, written communication exchange and assistance with candidate final interview logistics.

PROJECT STAFFING

Mr. Slavin, will manage the project and serve as its primary consultant throughout. He is the owner and president of SMC and is among the most experienced recruiters of governmental managers in the nation. He has the authority to bind the corporation. He and John Kross will serve as primary consultants for the search. Ms. Randi Frank will assist with the project as needed. All consultants have served in executive level local government positions and are highly experienced human resources consultants. Also, all team members are long-term members of a variety of professional organizations and stay abreast of new and changing laws, developments and trends by regularly attending specialized workshops, seminars and annual conferences.



Under Mr. Slavin's leadership, SMC has completed more than 900 successful executive searches for local governments and non-profit agencies located in approximately forty-five states.

Robert E. Slavin, President

He is a pioneer in public sector and nonprofit executive search. He is among the best known and respected professional recruiters in the business. He is a frequent speaker before professional groups

and he has written several articles for professional journals concerning governmental management. By special invitation, Mr. Slavin assisted the United States Office of Personnel Management to define and set up the Senior Executive Service for the Federal Government.

Mr. Slavin began his local government career in 1967. His experience includes twelve years working directly for local governments and it includes seven years as a principal consultant with the government search practice of Korn/Ferry International, the largest private sector search firm in the world. He headed the local government search practices for Mercer/Slavin, Incorporated, Mercer, Slavin & Nevins and Slavin, Nevins and Associates, Inc. Mr. Slavin now heads the executive search practice for Slavin Management Consultants. Clients include state and local governments, nonprofit and private sector businesses all over the United States. His experience includes search assignments for the 1984 Los Angeles Olympic's Organizing Committee.

Mr. Slavin's experience and qualifications include organizational analysis, classification and compensation studies, and assessment centers and human resource's systems studies.

Before being invited to join Korn/Ferry International, Mr. Slavin served as Assistant City Manager/Director of Human Resources for the City of Beverly Hills, California.

While at Beverly Hills, Mr. Slavin conducted many executive level recruitment assignments involving nationwide search and placement. Before joining the City of Beverly Hills, Mr. Slavin was the Assistant Personnel Director for the City of San Leandro, California.

Before San Leandro, Mr. Slavin was on the personnel staff of Santa Clara County, California. His assignments included recruitment, classification and selection for the County's Health Department, Medical Center, Transportation Agency, Sheriff's Office, Superintendent of Schools, Fire Marshall, Assessor's Office, Library System and County Recorder's Office.

Mr. Slavin received his Bachelor of Science degree in Political Science from the University of Santa Clara, and has completed the graduate course work for a Master's degree in Public Administration at California State University at Hayward. He has been certified as a Certified Professional Consultant to Management by the National Bureau of Certified Consultants.

Organizations (Past and Current)

- International City/County Management Association
- American Society for Public Administration
- International Personnel Management Association
- IPMA - Human Relations Commission
- IPMA - Publications Review Committee
- Society for Human Resource Management
- Southern California Public Labor Relations Council
- Southern California Municipal Assistants
- Bay Area Salary Survey Committee

John Kross, ICMA-CM, SMC Regional Manager

SUMMARY

City Manager/Assistant Manager Experience
Department Head; Budget Preparation; Personnel Administration
Staff Development, Succession Planning and Mentoring
Performance and Priority-based Budgeting; Core Services and Strategic Planning
Development Services/Building Safety/Code Enforcement Administration
Economic Development – Substantial Advanced Manufacturing, Semi-conductor, and EV industry
Oral and Written Presentation Skills

EXPERIENCE:

TOWN OF QUEEN CREEK, ARIZONA (1996 – 2022)

Town Manager - Town of Queen Creek, Arizona (Phoenix metropolitan area) (Sixteen Years)

- Chief Administrative Officer for full-service Town. Reports to seven member Town Council (six members elected at-large with directly elected Mayor). Oversees the entire general government operations including general oversight of all 500+ employees, including professional development plans, succession planning and mentoring programs. Manages \$730.7M annual budget, including several special revenue funds, enterprise funds and the capital improvements budget. Implemented performance-based budgeting in FY2007/2008. Directly oversees police, fire, utilities, intergovernmental programs, human resources, IT, development services, and public works. Oversaw the creation of Town's first Police, Fire/Medical, and Utility Services Departments. Conducted reorganization of Finance/HR, Public Works and Community Development Departments including comprehensive organization-wide compensation and classification studies. Oversaw achievement of community's first bond rating; subsequent increases by Fitch and S&P to AA+ in April 2022; Current Board Chair of East Valley Emergency Regional Wireless Communications cooperative (Mesa, Gilbert, Apache Junction, Queen Creek, Rio Verde Fire District, Gila River Indian Community).

Assistant Town Manager - Town of Queen Creek, Arizona (Two Years) - Assistant Town Manager oversees development services operations (Community Development Department) and Public Works Department; combined operational budgets of \$8M and approximately 60% of the entire organizational staff. Developed Capital Improvement Program a 5-year \$270M program; and oversight of Transportation Improvements Program, a 5-year \$104M program. Completed reorganization and department alignments of services, functions, and staff in order to efficiently meet Council annual goals. Lead negotiator for the Town on multiple development agreements including \$23.5M and \$8.6M downtown developments. Coordinate operations between neighboring and partner agencies related to development and transportation projects. Serve as supplemental staff liaison to citizen committees on transportation and fire services.

Community Development Director - Town of Queen Creek, Arizona – (Eight Years) - Department head position supervising Planning, Building Safety, Economic Development, and Neighborhood Preservation/Code Enforcement Divisions. Responsible for current, long-range land use planning divisions, neighborhood services, building safety, and economic development programs. Supervisor three divisions, 35-person department administering \$2.7M budget and personnel management. Manage and supervise consultant contracts for new public facilities including new development services building and municipal center master plans. Implemented new subdivision and zoning ordinance and comprehensive development impact fees ordinances. Responsible for oral presentations and staff support to the Town Council, Planning and Zoning Commission, Board of Adjustment, Economic Development Commission, Financial Review Task Force and other community groups and organizations. Frequent speaker at State of Arizona Department of Commerce Planning and Board of Adjustment and Arizona Planning Association training workshops. Responsible for coordination and submittal of Arizona Planning Association award winning 1997 Subdivision Ordinance; 1999 award winning Adequate Public Facilities Ordinance (APFO); and 2003 Arizona Planning Association award winning Best General Plan.

TOWN OF GILBERT ARIZONA - (1996 – 1996)

Planner II - Senior planner level position responsible for a variety of projects including large subdivisions and master plans, commercial and industrial projects. Staff planner to Planning and Zoning Commission and Design Review Board. Responsible for project management, plan review of subdivisions, site plans, building elevations, grading and drainage plans and landscape plans. While in this position, served as half-time Town Planner with the Town of Queen Creek, the adjacent municipality until recruited to work for Queen Creek full-time.

TOWN OF WICKENBURG, ARIZONA (Two Years)

Associate Planner/Economic Development Specialist - Technical planning research and

evaluation, report writing and presentation on various current land use projects to the Town Council, Planning and Zoning, and Economic Development, Downtown Revitalization Advisory Commissions. Project Manager for Town bike lane project to new 40-acre Municipal Park. Coordinated economic development activities including lead management report and grant writing and database prospect/file management. Strong emphasis on current planning, program design, monitoring, analysis, and implementation particularly with the Town's Housing Rehabilitation Assistance Program funded with CDBG/HOME Program funds. Supervised and managed consultant contracts pertaining to architectural/rehab specialist for the federal HOME program.

CITY OF PHOENIX, ARIZONA – (Eight Months)

Project Management Assistant - Project management staff member in the Neighborhood Services Department, Neighborhood Development Division. Responsibilities included monitoring and evaluating various housing and neighborhood development programs coordinating the activities of the neighborhood development, redevelopment, and rehabilitation divisions. Assisted other sections and staff in developing systems to effectively monitor and evaluate department outreach, marketing, and program usage efforts for various programs. Responsible for systems monitoring, program utilization involving a multitude of funding agencies. Special project work included trouble shooting problematic cases and issues. Part of a successful interdepartmental team providing extensive in-depth research and writing to obtain a \$4.5 million Lead Based Paint Hazard Reduction federal grant.

TOWN OF WICKENBURG, ARIZONA (Three Years)

Assistant Planner/Economic Development Technician - Completed current and long-range planning activities involving preparing staff reports for subdivisions, zone changes and variances. Assisted in coordination of economic development program promoting the Town as a viable industrial relocation opportunity. Successfully certified the Town as a fully accredited State Department of Commerce Rural Economic Development Initiative (REDI) community. Provided staff research and support to the Economic Development, Planning and Zoning and Downtown Revitalization and Board of Adjustment/Commissions.

RIPON REVITALIZATION CORPORATION, RIPON, WISCONSIN

Economic Development Specialist - Responsible for implementing downtown redevelopment program. Provided plan review and project coordination for new downtown design initiative. Experience with funding mechanisms such as tax increment financing, subsidized small business loan programs, and architectural/design review programs for business improvement districts.

CITY OF TUCSON, ARIZONA

Assistant to City Councilmember (Intern) - Provided staff support for special projects including neighborhood and traffic improvement plans and water conservation. Experience working with downtown neighborhood associations and interest groups involving controversial development issues.

EDUCATION

Bachelor of Arts (B.A.), May 1990, Ripon College, Ripon, Wisconsin
Major: Business Management; Leadership Studies and Public Policy
Master of Public Administration (MPA), May 1998, Arizona State University, Tempe, Arizona
Executive Education Program Certificate: Harvard University, John F. Kennedy School of Government, Sr. Executives in State and Local Government Program

PROFESSIONAL ASSOCIATIONS

International City/County Management Association (ICMA) – Credentialed Manager (CM)
Arizona City/County Management Association (ACMA) –Immediate Past President (2012)
-Co-Chair ICMA Local Host Committee Phoenix 2012 Conference

American Planning Association (APA)
American Institute of Certified Planners (AICP Certificate No. 011525)
Arizona Planning Association (AzPA)
American Society of Public Administrators (ASPA)
Urban Land Institute (ULI)
International Council of Shopping Centers (ICSC)

HONOR SOCIETIES/RECOGNITIONS

John J. Debolske Professional Excellence Award (2018) recipient from Arizona City County Management Association – highest professional honor bestowed by ACMA
Pi Alpha Alpha – National Honor Society for Public Affairs and Administration
1998 Arizona City/County Management Association Esser Award

Randi Frank, Managing Consultant

Ms. Randi Frank is an independent local government human resources consultant based in Louisville, KY. She has additional offices in Connecticut and is a long time affiliate of Slavin Management Consultants. Her varied background includes more than thirty -five years of experience working with and for governments. She now has twenty (20) years of executive search consulting experience combined with thirteen (13) years of experience working directly for government. Ms. Frank's experience includes federal, county, and municipal assignments.

As an Assistant Town Manager, Ms. Frank oversaw human resources, risk management, purchasing, grants and project management. Earlier, she served as a budget/management analyst, a research associate and as a consultant to governments located in the Northeast, Mid-Atlantic and the Western regions of the United States.

Ms. Frank holds a Master's degree in Public Administration from the University of Southern California and a Bachelor's degree in Urban Affairs from the University of Rhode Island. She is certified as a professional risk manager by the Insurance Institute of America and owns a certified woman owned business in Connecticut and is working on becoming certified in Kentucky.

Organizations

- International City Management Association – Member & Conference Fellow
- Kentucky City & County Managers Association - KCCMA
- Connecticut Town & City Manager's Association – Member & Past Board Member
- International Personnel Management Association -KY Chapter, Past CT Chapter
- NPELRA -National Public Employers Labor Relations Association
- Kentucky Public Human Resources Association - KPHRA
- CT PRIMA (Public Risk & Insurance Management Assoc.) - Past President, Secretary-Treasurer
- Truman Scholar & Member of Truman Scholarship Association

GUARANTEES

SMC provides a comprehensive set of assurances and guarantees to our executive recruitment clients that include:

- We are committed to excellence. We guarantee the highest quality of work and its success in your environment. To accomplish this, we will continue to work with the Town until the Town is satisfied with the candidates and a satisfactory candidate is selected and accepts employment.
- We guarantee our work and will redo the search if the position is vacated, for any reason, within two years of the employment date of a candidate selected by the Town through our efforts.
- We will never actively recruit any *candidate who we have placed* **nor** will we actively recruit any *employee* from a client organization for at least two years from the completion date of an assignment.

SMC CHIEF EXECUTIVE SEARCHES INCLUDE THE FOLLOWING:

Client	Population	Search for	Project Start Date	Project Completion Date	SMC Staff Assigned	Placement Status
Buncombe County, NC	260,000	County Manager	10/29/18	1/7/19	Slavin/Libscomb	Still employed
Citrus County, FL	153,843	County Administrator	07/20/22	09/16/22	Slavin/Krings	Still employed
Corpus Christi, TX	285,000	City Manager	12/13/18	4/10/19	Slavin/Wenbert	Still employed
Corinth, TX	20,600	City Manager	8/15/16	12/3/16	Slavin/Krings	Still employed
Danville, KY	17,000	City Manager	9/16/20	11/30/20	Slavin/Frank	Still employed
Daytona Beach, FL	68,900	City Manager	12/08/20	03/12/21	Slavin/Lipscomb	Still employed
Doña Ana County, NM	225,000	County Manager	4/27/24	8/2/25	Slavin/Kross	Still Employed
Dothan, AL	68,500	City Manager	9/12/18	3/21/19	Slavin	Left in 2024
Durango, CO	19,071	City Manager	2/4/20	7/3/20	Slavin/Krings	Still employed
Georgetown, SC	10,000	City Administrator	3/14/19	5/31/19	Slavin	Retired in 2025
Georgetown County, SC	61,000	County Administrator	11/22/19	3/11/20	Slavin/Lipscomb	Still employed
Greenville, NC	84,500	City Manager	3/15/17	6/11/17	Slavin	Retired in 09/2023
Groves, TX	18,000	City Manager	5/6/23	9/8/23	Slavin/Kross	Still Employed
Gulf Shores, AL	9,700 (Permanent)	City Manager	6/13/23	9/29/23	Slavin	Still employed
Hardeeville, SC	14,000	City Manager	4/22/24	8/22/24	Slavin	Still Employed
Harnett County, NC	138,800	County Manager	9/6/21	11/29/21	Slavin/Lipscomb	Still employed
Kettering, OH	57,862	City Manager	8/16/33	10/7/22	Slavin/Krimgs	Still employed
Lubbock, TX	340,000	City Manager	7/18/16	10/28/16	Slavin/Wenbert	Still employed

Client	Population	Search for	Project Start Date	Project Completion Date	SMC Staff Assigned	Placement Status
Mount Rainier, MD	8,100	City Manager	3/04/21	7/08/21	Slavin	Still employed
Metro/Plan Orlando	3-County MPO	Executive Director	3/23/18	6/1/18	Slavin	Still employed
Metropolitan Washington COG (D.C.)	Regional COG & MPO	Executive Director	3/23/19	9/20/19	Slavin/Frank	Still employed
Myrtle Beach, SC	33,908	City Manager	8/11/20	12/2/20	Slavin/Lipscomb	Still employed
Novi, MI	66,243	City Manager	3/25/23	5/15/23	Slavin/ Kross	Still Employed
Quitman, GA	3,703	City Manager	3/17/21	8/03/21	Slavin/Lipscomb	Still employed
Sandusky, OH	25,000	City Manager	5/5/23	7/28/23	Slavin	Still employed
Volusia County, FL	550,000	Deputy County Manager	3/18/19	7/21/19	Slavin/Lipscomb	Still employed

REFERENCES

Guadalupe Ruiz

Human Resources Director
City of Corinth
3300 Corinth Parkway
Corinth, TX 76208

City Manager Search (2022)
gruiz@cityofcorinth.com

José R Madrigal

City Manager
City of Durango
949 E. 2nd Ave.
Durango, CO 81301

City Manager Search (2020)
Citymanager@durango.gov

James W. Brown

Director of Human Resources and Risk Management
City of Glendale
5850 West Glendale Ave.
Glendale, AZ 85301

City Manager Search (2015 and 2025)
Fire Chief Search (2022)

jwbrown@glendaleaz.com

Chris Clausi

HR Director
City of Spring Hill
199 Town Center Parkway
Spring Hill, TN 37174

City Administrator Search (2025)
cclausi@springhilltn.org

Mayor David Rutledge

City of Bridge City
City Hall
260 Rachal Avenue
Bridge City, Texas 77611

City Manager Search (2023)
drutledge53@gmail.com

Stephanie Gaspard

Director of Human Resources
City of Groves
3947 Lincoln Ave,
Groves, Texas 77619

City Manager Search (2023)
sgaspard@cigrovestx.com

COST FOR SERVICES

Professional Fees

Our fees are based on a rate schedule that reflects the experience of the individual assigned. We use a flat fee rate schedule. Therefore, there are no project limitations based on annual salary. For this assignment we are proposing to use only consultants who have specific experience on similar assignments for other clients. We will use senior consultants where appropriate and to reduce the overall cost. We will use staff consultants when feasible. The following tables show the level of involvement by project step and cost.

PROJECT COSTS					
STEPS	ASSIGNED HOURS (Approximate)			RATE (Hr)	FEES
	Project Manager	Consultant	Total		
1. Project Planning/Develop Position Profile/ Prepare and Place Advertising	35		35	85	\$2,975
2. Identify & Recruit Candidate/Acknowledge Resumes	32		32	85	\$2,720
		35	35	35	\$1,225
3. Preliminary Candidate Screening	12		12	85	\$1,020
		8	8	35	\$280
4. Progress Report to Town/Reduce Candidate Pool	8		8	85	\$680
		8	8	35	\$280
5. In-depth Candidate Evaluation (Includes In-depth consultant interviews with semi-finalist candidates)	36		36	85	\$3,060
		16	16	35	\$560
6. Arrange for & Schedule Final Interviews	4		4	85	\$340
7. Prepare Final Report with Interview Questions and Selection Criteria	10		10	85	\$850
		12	12	35	\$420
8. Present Final Report and Attend Interviews	12		12	85	\$1,020
9. Assist in Employee Selection	2		2	85	\$170
10. Negotiate Employment Agreement	6		6	85	\$510
11. Establish Performance Goals	6		6	No Charge	\$0
12. Follow-up	4		4	No Charge	\$0
TOTAL HOURS	167	79	246		
TOTAL PROFESSIONAL FEE					\$16,110

Expenses (Not-to-Exceed)

Consultant Travel Costs: The client pays direct cost for all necessary consultant travel using coach or, when available, lower air rates, corporate hotel rates at moderately priced properties (Holiday Inn or equivalent), rental cars, using the corporate discount and normal meals. Our client controls these costs in the following ways: (1) when appropriate, consultants will accomplish multiple purposes when traveling and will allocate costs to multiple clients; (2) the client pre-approves all work plans including all consultant (and candidate) travel.

Office Costs Include: Telephone (\$350 flat fee, billed in two installments), FAX, postage, messenger, copier, and clerical costs.

Consultant travel, classified advertising and office costs to support the executive search project described in this proposal will not exceed 55% of the professional fee (\$8,861.00). Therefore, the total cost to the Town for the proposed work will not exceed \$24,971.00.

The costs for final candidates to travel to Paonia for interviews are not covered by this proposal. These costs vary widely and are impossible to anticipate at the beginning of a search. Candidate travel expenses are typically paid by the Town on a reimbursement basis, directly to the candidates, and controlled through the Town's prior approval of the finalist candidates.

Should the Town's needs result in additional project scope that significantly increases costs it may be necessary to increase the expense budget for the project.

Your liability to Slavin Management Consultants for services rendered under this agreement will not exceed the agreed upon price unless an increase is authorized by you in writing.

We will submit monthly invoices for fees and expenses. It is our practice to bill 30% at the start of the searches, 30% at the end of thirty days, 30% at the end of sixty days, and the remaining 10% shortly after the time the new Town Administrator accepts employment with the Town. Each invoice will be payable upon receipt for professional services. SMC does not provide discounts.

Expenses will be billed in addition and shown as a separate figure. Attached is a pro-forma invoice showing the level of accounting detail we will provide.

Expenses will be billed in addition and shown as a separate figure. Attached is a pro-forma invoice showing the level of accounting detail we will provide.

We will comply with all applicable laws, rules, and regulations of federal, state, and local government entities.

Our ability to carry out the work required will be heavily dependent upon our experience in providing similar services to others, and we expect to continue such work in the future. We will, to the degree possible, preserve the confidential nature of any information received from you or developed during the work in accordance with our professional standards.

We assure you that we will devote our best efforts to carrying out this engagement. The results obtained, our recommendations, and any written material provided by us will represent our best judgment based on the information available to us. Our liability, if any, will not be greater than the amount paid to us for the services rendered.

This proposal constitutes the agreement between us. It cannot be modified except in writing by both parties. Our agreement will be interpreted according to the laws of the State of Colorado.



SLAVIN MANAGEMENT

CONSULTANTS

The City of Durango, Colorado

Invites your interest in the position of

CITY MANAGER



LIFE IN DURANGO AND LA PLATA COUNTY

Steeped in Western charm, Durango is a virtual adventure wonderland boasting outdoor recreation from skiing to dog-sledding, hiking/biking to horseback riding, historic steam train to hot springs and everything in between. Durango is the La Plata County seat and the business, education, governmental and cultural hub of southwest Colorado. Durango draws a workforce from throughout the region. The City boasts many great restaurants, good shopping and a robust downtown business district. It is the home of the Mercy Regional Medical Center, the main hospital of the area, a 4-year college, Fort Lewis College, the La Plata County seat operations, and a small manufacturing sector. Durango City covers 4.37 square miles and has a growing population of nearly 19,000. The air is clean and, though the region enjoys plentiful snowfall which blankets the ski slopes of Purgatory, the sun does shine nearly 300 days a year.

At an altitude of 6,512 feet, Durango captures the best of the Rockies. The rugged and picturesque San Juan and La Plata Mountains form a breathtaking contrast to the crystal clear blue sky. The air is clean and fresh as are the rivers - Animas, Florida, La Plata, and Los Piños - that have cut through the canyons and carved valleys in the vast mesas. Durango's climate is considered ideal thanks to moderate temperatures and beautiful seasons. In summer, temperatures seldom climb above the high eighties and spring is characterized by afternoon showers which bathe the land and stimulate

verdant growth. Fall brings the promise of "Indian Summer" and clear, dry, cool days - perfect for enjoying the outdoors. Winters are generally mild, sunny and dry with seldom a day of temperatures even close to zero.

DURANGO'S AVERAGE ANNUAL CLIMATE

Average Annual Precipitation: 19.1 inches

Average Snowfall: 79 inches

Mean Freeze Free Period: 99 days

Elevation Above Sea Level: 6,512 feet

Solar Index: 85% of the time in sunshine

Though set far from the bright lights of the big city, La Plata County enjoys contemporary amenities and a rich cultural history as well as the cohesiveness and caring spirit traditional in rural communities.

The County is considered "tri-ethnic," embracing Native American, Latino and Anglo cultures. With Southern Ute Tribal lands stretching across a portion of the County, residents and visitors have the opportunity to participate in annual celebrations and festivals.

With names such as Rio de las Animas, Escalante Crossing and Santa Rita Park, the region's Hispanic heritage is well-documented and the culture is celebrated with the arts and during annual festivals such as Fiesta Days and Cinco de Mayo. Fort Lewis College lends a spirit of progressiveness and youth to the fabric of the region as student involvement and enthusiasm is woven throughout the community. On campus, the growing arts facilities host the acoustically perfect Community Concert Hall, the world renowned Center for Southwest Studies and the Arts Center which showcases local as well as national artists.

One resident describes Durango as living "larger than its size, with a rich and creative community of artists, musicians, athletes, outdoors men and women, educators, and world class business leadership. From college to wilderness, from high mountains to sandstone desert, neither the people nor the environment will disappoint."

From locally roasted coffee beans and award-winning handcrafted beer to gourmet foods and farm-fresh pro-

DURANGO CITY COUNCIL	
Dean Brookie	Mayor
Kim Baxter	Mayor Pro Tem
Chris Bettin	City Councilor
Barbara Noseworthy	City Councilor
Melissa Youssef	City Councilor

duce, cheeses and meats, great food is a given in Durango. Unique dining establishments rival those of the big city. In fact, Durango has more incredible locally owned restaurants per capita than San Francisco. In season, the bustling farmers market is not only a source for fresh, natural and organic foods, but a community reunion as well.

Durango is a mountain town with a tight-knit community. The locals tend to be highly educated and civic minded. They are friendly and highly value easygoing lifestyles of recreation (i.e. outdoor activities, events and festivals) and community engagement.

Athletic endeavors are a natural part of the lifestyle including downhill skiing and boarding activities at the Purgatory ski resort and the event that launched Durango's reputation as a cycling mecca: The Iron Horse Bicycle Classic.

The Snowdown winter festivities, Durango Independent Film Festival, and even Bayfield's Sheep Festival are just a sampling of the activities that add sparks to life in La Plata County.

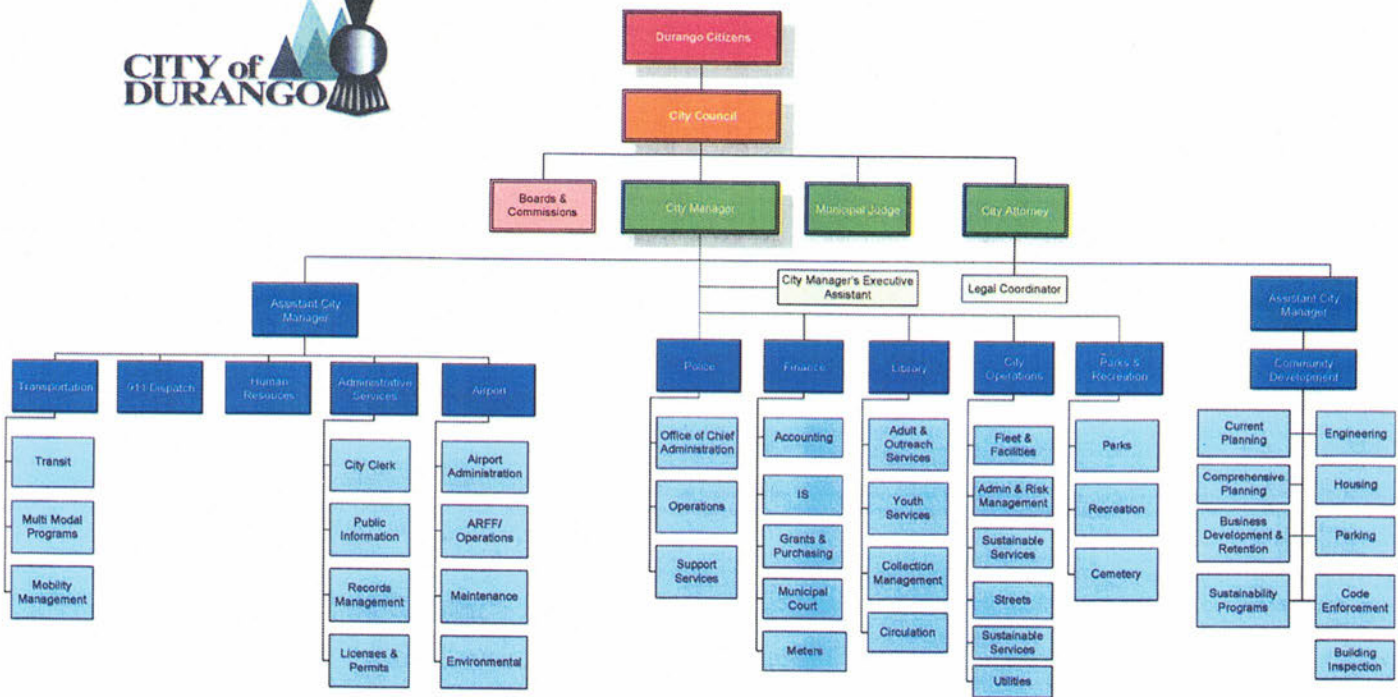
THE DURANGO CITY GOVERNMENT

The City of Durango was incorporated in 1881 and since 1912 has been a home rule city with a council-manager form of government. The government operates under the authority of the City Charter which essentially acts as the constitution for the City. Under this form of government, the eligible electors of Durango elect five residents as members of the City Council to represent them and serve as the legislative and policy-making authority for the City. The City Council is then required by



CITY OF DURANGO

ORGANIZATION CHART



City Charter to appoint a City Manager to be responsible for the day-to-day operations of the City and to act as the Chief Administrative Officer. The City Manager ensures that the organization carries out the policies and goals of the City Council.

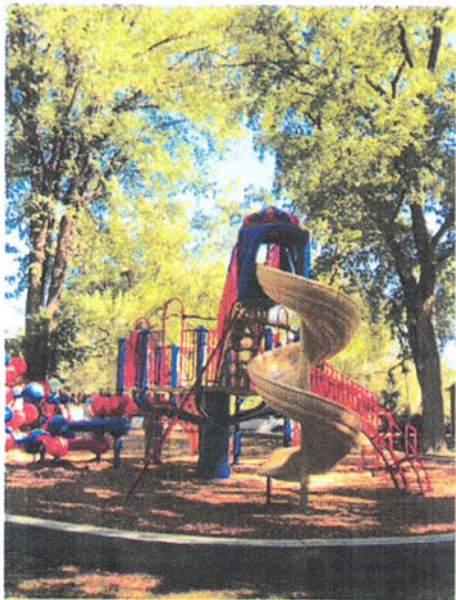
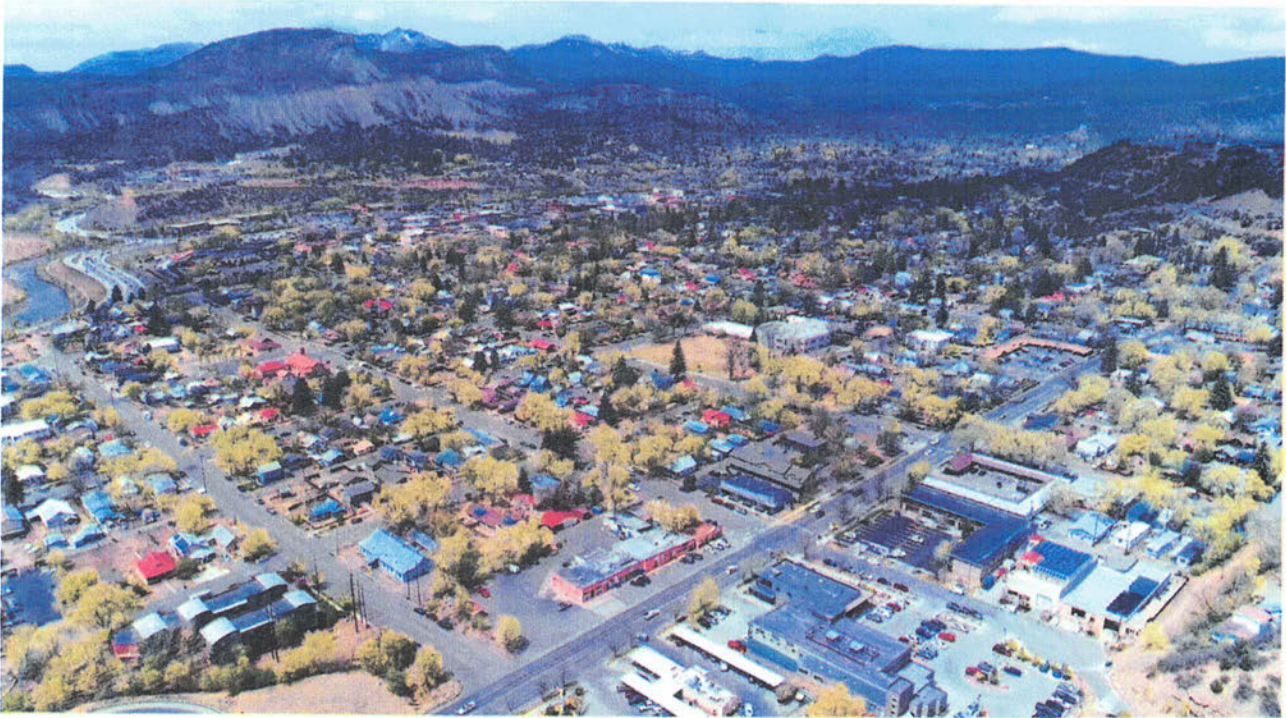
The City Manager plans, directs, manages, oversees and assumes full management responsibility for all City operations including: General Government, Streets, Engineering, Parks and Recreation, Finance, City Clerk, Human Resources, Community Development, Public Safety, Library, and General Services as well as Water, Sewer, Sustainable Services, Airport, and Transportation Services Enterprise Funds.

The City of Durango has 353 allocated full-time positions and employs approximately 800 seasonal and part-time employees. The City's Operating Fund Expenditures total \$87,57 million for FY2020.

Durango's City Manager has been a stable position. In fact, the City has had only two managers in nearly forty years.

MAJOR CHALLENGES

- In mid-October 2019, the Acting City Manager was made aware of the possible misappropriation of funds by the Finance Director. The Finance Director immediately resigned. The Colorado Bureau of Investigations is currently conducting a criminal investigation into this matter.
- The timing of these events corresponded with the presentation of the 2020 annual budget to the Council. The Acting City Manager and the Acting Finance Director were faced with explaining the budget rationale and detail while not being fully involved with its development. Perceived and actual errors in the budget led to its delayed adoption and criticism of City operations.
- In the aftermath of the above recent and well-publicized negative events, the next City Manager will need to focus both on restoring the public's trust in the City government and on restoring staff's previously high morale.



- The Council stated that it has “a goal to enhance the public trust and the City is working diligently to ensure all City operations are conducted in a manner to maintain this trust.” An integral part of this process would be a review of the current organizational structure and staffing levels.
- Economic challenges include the need for affordable housing for all and the need for the development of good-paying jobs and business diversification.
- The organization needs to build and/or enhance functional expertise in several key areas.
- Managing the inherent growing pains of no longer being a small town and functioning as a small city.
- Build on the blessings of and manage the curses of being a remote location

Other Challenges

- In September 2019, the Council adopted its goals for 2019-2020. Those goals represent the five major areas of Council concern and strategies for addressing those concerns. See page 5 for City Council Goals.



CITY COUNCIL GOALS 2019-2020

ADOPTED 9-3-19



1. Continue to address Durango's affordable/attainable housing, including options for homeless population, as evidenced by:

A. Implementing Durango's Housing Plan, with measurable outcomes and milestones:

1. Appropriate resources to ensure adequate city staff to focus on increasing affordable housing inventory through a variety of mechanisms, including land acquisition/bank, changes to code, and public/private incentives, among other activities
2. Present models for a local/regional housing authority with potential service areas
3. Explore funding options for a regional housing authority or similar model
4. Review existing implementation plan, and potential alternatives, for use of anticipated \$1 million in Fair Share funding;
5. Integrate housing plan with Urban Renewal Authority and character districts

B. Implementing the Strategic Plan for Homeless (developed by The Athena Group):

1. Appropriate resources identified as City contributions in the homeless strategy
2. Consider homeless strategy being part of any proposed regional housing authority

C. Determine if an Urban Renewal Authority (URA) supports the goals of Durango and if so:

1. Appropriate resources to create URA
2. Examine integration of Durango's Housing implementation plan with URA development and character districts



2. Expand Durango's unique identity as a driver of enhanced quality of life and sense of place, as evidenced by:

A. Determining if an Urban Renewal Authority (URA) supports the goals of Durango and if so:

1. Appropriate funding mechanisms to create URA
2. Prioritize funding for mobility/transit features that may be part of URA
3. Engage community on URA, including location boundaries
4. Develop incentives for public/private partnerships

B. Aligning support for a robust creative economy, parks and recreation system, and public library:

1. Explore feasibility of a creative district
2. Explore feasibility of a performing arts and convention center
3. Maintain and enhance quality of existing Parks & Recreation facilities
4. Maintain and expand soft and hard-surface trail systems
5. Improve underfunded amenities, including Durango Public Library and Creative Economy Commission

C. Identifying an iconic feature (physical structure or activity) that becomes symbol of Durango



3. Improve environmental resiliency and encourage responsible stewardship of natural resources, as evidenced by:

A. Implementing a crosscutting Sustainable Action Plan in which all departments have key performance indicators (KPIs):

1. Appropriate funds for departments to achieve KPIs and hold accountable for progress
2. Commit to establishing a goal of either reducing the City's carbon footprint and/or increasing its use of renewable energy
3. Focus on improving air quality, water resources, fire mitigation, transportation, land use, food systems and interactions with wildlife



4. Require & support effective utilization of resources to supply the following, as evidenced by:

A. Safety: police, fire, emergency services

1. Police: Identify possible locations, design options and funding sources for an adequate police station
2. Fire: Fire impact fee decision

B. Sanitation: water, sewer, stormwater, solid waste, recycling

1. Water: Progress with development of water treatment capabilities
2. Stormwater: Adopt Stormwater Management Plan
3. Waste/recycling: Review costs, needed improvements and options for providing service

C. Mobility: roads, transportation (airport & transit)

1. Roads: Establish an Infrastructure Committee, possibly combining with Utilities Commission, to provide oversight to 2019 ½ cent sales tax funds as well as utilities
2. Ensure effective communication channel between Infrastructure Commission and Multimodal Advisory Board to ensure efficient & effective use of resources
3. Airport: Adopt modified Airport Master Plan
4. Transit: Explore transit sustainability options with creative funding mechanisms and tie to housing & business development



5. Advance fiscal sustainability and resiliency, as evidenced by:

A. Address structural financial imbalance in the General Fund:

1. Determine appropriate reserve balances and develop initiatives to fund them

B. Establish Strategic Initiatives Committee to advise Council on resiliency & sustainability

C. Continue to develop Financial Management Tools, including Key Performance Indicators (KPIs)

D. Expand economic development opportunities in collaboration with regional stakeholders

E. Support an effective organization with a high-performance workforce

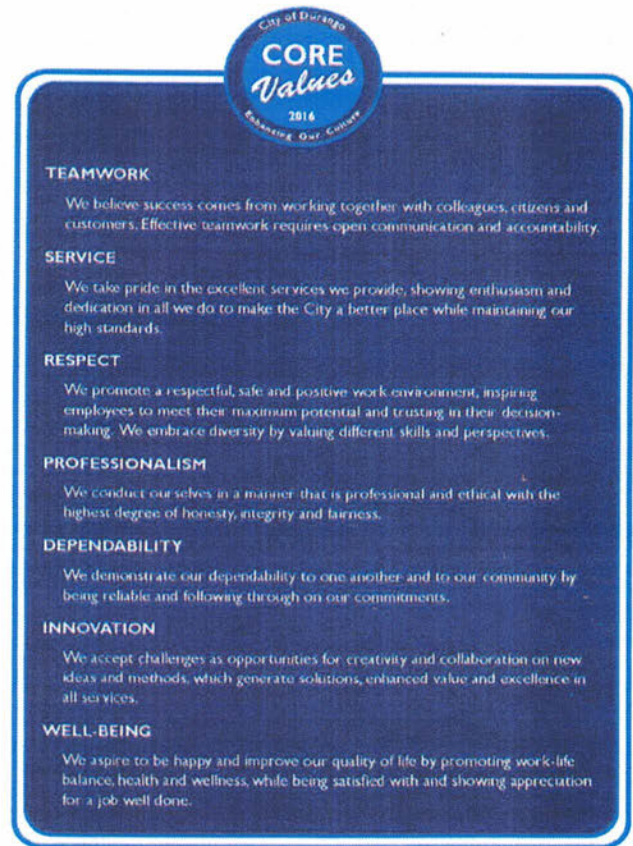
F. Foster community trust by demonstrating open & transparent governance

G. Create a high-quality communications program to foster awareness in the community

- The Council and community are wrestling with the desire to maintain the “small town feel” and issues regarding economic and population growth. Keys to that are (1) addressing the comparatively high cost of living, especially the cost of housing and (2) finding ways to diversify the economy.
- Current capital projects under consideration include challenges related to the Police Department operating out of a former car dealership offering a confusing and inefficient office maze and challenges around the need for a new water treatment plant.

ABOUT THE IDEAL CANDIDATE

- The City Council is looking for an ideal City Manager candidate who is a top-quality manager skilled in performance measurement (both outcomes and outputs) and continuous performance improvement with a strategic approach to organizational structure, staffing, and transition planning.
- The ideal candidate has demonstrated highly effective communication skills which align team and individual performance with the organization’s goals and strategic plan.
- The candidate understands how to manage efficient processes while keeping all Council members well-informed with unfiltered information, readily sharing information and promoting transparency.
- The ideal candidate not only communicates well with the Council but understands how to navigate and constructively handle the diverse Council perspectives in a productive and even manner.
- The City Manager is expected to be comfortable telling the Council what they need to hear and not just what they want to hear.
- The ideal candidate leads by example to bring people together to foster a coordinated team and, where possible, consensus. The ideal candidate has a demonstrated history of providing guidance, encouragement, professional development and direction to all departments to meet organizational goals.
- The ideal candidate has demonstrated skill sets in developing a collective sense of purpose, encouraging teamwork, clearly articulating expectations, dele-



gating responsibility, and fostering a culture of accountability without micromanaging.

- The ideal candidate is driven to continuously improve performance, utilizing both innovative and effective approaches.
- The ideal candidate understands what drives communities and has a demonstrated record of urban planning which embraces the historical character and charm of the community while respecting its diversity and traditions.
- The ideal candidate is able to build partnerships and relationships with other agencies, community groups and teams. The City Manager that reflects the community with an informal style that is personable, friendly, and possessing a sense of humor would be a good fit.
- A City Manager who is approachable by all residents regardless of economic or social status would be ideal for the position.

Important Knowledge, Skills and Abilities

- Is a strong general manager and leader who will organize and prepare the City to continue its history of exemplary service provision and quality of life;
- Possesses a thorough understanding of developmental economics with appreciation of the need to work with economic development partners;
- Possesses a record of successful collaboration with other jurisdictions;
- Is a visionary and strategic thinker who sets and directs the tactical steps designed to meet the goals set by the Council;
- Earned a record of successful industrial, retail, tourism, recreation and residential development;
- Offers superior written, oral and interpersonal communication skills;
- Demonstrates an innovative and creative nature with the ability to continuously improve processes and/or final products.



Style with the City Council:

- Is politically astute with the ability to engage without being compromised;
- Ensures that the City Council is fully informed in the most appropriate and timely manner;
- Demonstrates the ability to rely on experience and judgment to plan and accomplish measurable goals;
- Demonstrates the ability to develop and implement short-term and long-term operational and capital improvement plans, projects, and budgets along with proposed funding sources;
- Offers communication skills which include proactively reaching out to the Council and Mayor on a regular basis;
- Possesses a record of gaining value for taxpayers through improved, demonstrated efficiencies;
- Performs both publicly and privately in an apolitical manner;
- Is available and accessible to the Mayor and all Council Members;
- Has a record of consistently following Council policy;
- Demonstrates excellent oral and written communication skills to be exercised regularly with the Mayor and Council as a whole.

Style with Staff:

- Possesses a demonstrated history of ensuring that all aspects of the organization meet the highest legal and professional standards without micromanaging the processes or staff;
- Knows employees and hears their concerns in the City's non-union environment;
- Possesses current understanding of modern management practices, conflict resolution and organizational analysis and development;
- Exhibits an innovative and creative nature, with the ability to continuously improve processes and/or final products;
- Is committed to bring stability to the organization through leading, coaching and trusting staff to perform in a professional manner;
- Fosters a customer service culture;
- Facilitates communication and service coordination among departments and individual staff;
- Is fair, evenhanded and consistent;
- Considers as part of a manager's job, coaching and mentoring while supporting individual professional development;
- Demonstrated ability to craft and function in a high-performance team-oriented environment.

Style with the Community:

- Possesses knowledge and experience in building partnerships with other local governments, school systems and colleges, appropriate State and Federal agencies, the business community and public/private partnership;
- Engages with the community;
- Attends community events and is visible throughout the community ;
- Is a “go to” person to get things done;
- Demonstrates the ability to successfully work with other legislative bodies and elected and appointed County, State and Federal officials;
- Presents outstanding management and leadership presence;
- Possesses a record of community involvement including work with the committees, commissions and organizations supporting the City.



Education and Experience

A Bachelor's Degree in Public or Business Administration or closely related field is required complimented by at least five years experience as a City Manager, Assistant or Deputy City Manager or municipal Department Head.

A Master's Degree in Public Administration and attainment of the ICMA Credentialed Manager designation and experience in a progressive tourism and recreation-based environment where economic development, growth management, customer service, high ethical standards and open communication exist and are valued is desired. An equivalent combination of education and experience which provides the required knowledge, skills and abilities to perform the essential functions of the job will be considered.

Compensation and Benefits

Beginning pay for the new City Manager will be highly competitive and will include an excellent benefit package. The City Council is prepared to pay reasonable and customary moving expenses.

To Apply

The position will remain open until filled. A first review of resumes is scheduled for March 6, 2020. Please e-mail a detailed resume with a cover letter and current salary to:

Robert E. Slavin or David Krings
SLAVIN MANAGEMENT CONSULTANTS
 3040 Holcomb Bridge Road, A1
 Norcross, Georgia 30071
 Phone: (770) 44904656
 Fax: (770) 4160848
 E-mail slavin@bellsouth.net



Durango, Colorado is an Equal Opportunity Employer and does not discriminate on the basis of race, color, religion, creed, sex, age, marital status, national origin, or disability in employment or in the provision of services.

PRO FORMA INVOICE

INVOICE DATE: _____

CLIENT: _____

ADDRESS: _____

CITY, STATE: _____

Progress billing for professional services
rendered in connection with our agreement:

(Invoice __ of __)

\$XXXX.XX

Reimbursable expenses at cost:

Airfare	\$ XXX.XX
Hotel	XX.XX
Ground Transportation	XX.XX
Meals	XX.XX
Tips	XX.XX
Telephone	XXX.XX
Clerical Support	XXX.XX
FAX	XX.XX
Messenger Service	XX.XX
Copies	XX.XX
Postage	XX.XX
Misc. Direct Costs	XX.XX

Total Expenses \$XXXX.XX

TOTAL INVOICE **\$XXXX.XX**

CLIENT LIST BY CATEGORY

The following list of clients represent organizations for which our principal Consultants performed significant project work. This client list spans thirty years of experience of SMC consultants. Please contact SMC if you desire to speak with the individuals who were project contacts.

MUNICIPALITIES

Aiken, South Carolina	Coral Gables, FL
Albany, Georgia	Coral Springs, Florida
Alpharetta, Georgia	Corpus Christi, Texas
Altamonte Springs, Florida	Corta Madera, California
Anaheim, California	Corinth, Texas
Ann Arbor, Michigan	Creedmoor, North Carolina
Arlington, Texas	Culver City, California
Arlington Heights, Illinois	Dallas, Texas
Arvada, Colorado	Danville, Kentucky
Atlanta, Georgia	Davenport, Iowa
Atlantic Beach, Florida	Davie, Florida
Asheville, North Carolina	Daytona Beach, Florida
Auburn, Maine	Decatur, Georgia
Aurora, Colorado	Decatur, Illinois
Austin, Texas	Delaware, Ohio
Bartlesville, Oklahoma	Delray Beach, Florida
Bentonville, Arkansas	Del Rio, Texas
Bergenfield, New Jersey	Denton, Texas
Berkeley, California	Destin, Florida
Beverly Hills, California	Dothan, Alabama
Birmingham, Alabama	Dubuque, Iowa
Bisbee, Arizona	Duluth, Georgia
Blacksburg, Virginia	Dunedin, Florida
Bloomington, Illinois	Durango, CO
Bothell, WA	Durham, North Carolina
Boynton Beach, Florida	Eagle Pass, Texas
Branson, Missouri	East Brunswick Township, New Jersey
Brea, California	Edmond, Oklahoma
Bridge City, Texas	Elgin, Illinois
Bridgeport, Connecticut	Enfield, Connecticut
Broken Arrow, Oklahoma	Englewood, Colorado
Brownsville, Texas	Escondido, California
Bryan, Texas	Evanston, Illinois
Burbank, California	Fort Collins, Colorado
Camarillo, California	Fort Pierce, Florida
Carson, California	Fort Lauderdale, Florida
Cary, North Carolina	Fort Smith, AR
Casper, Wyoming	Fort Worth, Texas
Chapel Hill, North Carolina	Frankfort, Kentucky
Charlotte, North Carolina	Franklin, Tennessee
Cherry Hills Village, Colorado	Frisco, Colorado
Chesapeake, Virginia	Gainesville, Florida
Clarkston, Georgia	Gainesville, Georgia
Clearwater, Florida	Galesburg, Illinois
Cleveland, OH	Garden City, New York
Clinton, SC	Gilbert, Arizona
Columbia, Missouri	Glastonbury, Connecticut
Columbus, Georgia	Glendale, Arizona
Concord, New Hampshire	Glen Ellyn, Illinois

Golden, Colorado
Grand Rapids, Michigan
Greensboro, North Carolina
Groves, Texas
Gulfport, Florida
Hardeeville, SC
Hemet, California
Hercules, California
Highland Park, Illinois
Hollywood, Florida
Homestead, Florida
Huntington Beach, California
Independence, Missouri
Independence, Kansas
Iowa City, Iowa
Jacksonville Beach, Florida
Jupiter, Florida
Kalamazoo, Michigan
Kansas City, Missouri
Kettering, Ohio
Lake Worth, Florida
Lakewood, Colorado
Lapeer, Michigan
Laramie, Wyoming
Laredo, Texas
Lenexa, Kansas
Liberty, Missouri
Lillburn, Georgia
Little Rock, Arkansas
Long Beach, California
Longmont, Colorado
Manassas, Virginia
Mansfield, Massachusetts
Maplewood, Missouri
Marshfield, Missouri
Miami Beach, Florida
Milwaukie, Oregon
Minneapolis, Minnesota
Miramar, Florida
Modesto, California
Muscatine, Iowa
Neptune Beach, Florida
Newark, Delaware
New Smyrna Beach, Florida
Norfolk, Virginia
Norman, Oklahoma
North Las Vegas, Nevada
North Miami Beach, Florida
Northglenn, Colorado
North Port, Florida
Norwich, Connecticut
Oak Island, NC
Oberlin, Ohio
Ocean City, Maryland
Oceanside, California
Olathe, Kansas
Oklahoma City, Oklahoma
Orlando, Florida

Oxnard, California
Paducah, Kentucky
Palm Bay, Florida
Palm Beach Gardens, Florida
Palo Alto, California
Panama City, Florida
Park Ridge, Illinois
Pasadena, California
Peoria, Illinois
Phoenix, Arizona
Pittsburg, Kansas
Pompano Beach, Florida
Portage, Michigan
Pueblo, Colorado
Richmond, California
Richmond, Virginia
Riverside, California
Riverview, Michigan
Roanoke, Virginia
Rock Hill, South Carolina
Rockville, Maryland
Sacramento, California
St. Louis Park, Minnesota
Salem, Oregon
San Diego, California
San Fernando, California
San Francisco, California
San Jose, California
San Juan Capistrano, California
Sandersville, Georgia
Santa Ana, California
Santa Monica, California
Sandusky, Ohio
Sarasota, Florida
Shaker Heights, Ohio
Simi Valley, California
Sioux City, Iowa
Snellville, Georgia
South Brunswick Township, New Jersey
South Fulton, GA
Springfield, Missouri
Spring Hill, Tennessee
Steamboat Springs, Colorado
Stratford, Connecticut
Storm Lake, Iowa
Sunnyvale, California
Sunrise, Florida
Takoma Park, Maryland
Tarpon Springs, Florida
Topeka, Kansas
Titusville, Florida
Thornton, Colorado
Traverse City, Michigan
Topeka, Kansas
Turlock, California
Upper Arlington, Ohio
Urbana, IL
Urbandale, Iowa

Valdez, Alaska
 Venice, FL
 Virginia Beach, Virginia
 Waco, Texas
 Warrensburg, Missouri
 Washington, Illinois
 West Des Moines, Iowa
 West Hartford, Connecticut
 West Hollywood, California

West Palm Beach, Florida
 Wichita, Kansas
 Windham, Connecticut
 Winston-Salem, North Carolina
 Winter Park, Florida
 Winter Springs, Florida
 Worthington, Minnesota
 Ypsilanti, Michigan

COUNTIES

Adams County, Colorado
 Alameda County, California
 Albemarle County, Virginia
 Arapahoe County, Colorado
 Beaufort County, South Carolina
 Broward County, Florida
 Brown County, Wisconsin
 Buffalo County, Nebraska
 Buncombe County, North Carolina
 Chaffee County, Colorado
 Cass County, Michigan
 Chesterfield County, Virginia
 Citrus, Florida
 Clark County, Nevada
 Cobb County, Georgia
 DeKalb, Illinois
 Dade County, Florida
 Doña Ana, New Mexico
 Dunn County, Wisconsin
 Eagle County, Colorado
 Escambia County, Florida
 Fairfax County, Virginia
 Forsyth County, Georgia
 Fremont County, Colorado
 Fresno County, California
 Fulton County, Georgia
 Georgetown County, South Carolina
 Glynn County, Georgia
 Grand, Utah
 Gunnison County, Colorado
 Hall County, Georgia
 Hamilton County, Ohio
 Harnett County, NC
 Hertford County South Carolina
 Johnson County, Kansas
 Ketchikan-Gateway Borough, Alaska
 Lake County, Florida
 Lake County, Illinois
 La Plata County, Colorado
 Leon County, Florida

Lincoln County, North Carolina
 Livingston County, Illinois
 Los Angeles County, California
 Martin County, Florida
 McHenry County, Illinois
 Mecklenburg County, North Carolina
 Mendocino County, California
 Mesa County, Colorado
 Moffat County, Colorado
 Monterey County, California
 Montgomery, Maryland
 Muscatine County, Iowa
 New Kent County, Virginia
 Orange County, New York
 Orange County, North Carolina
 Palm Beach County, Florida
 Peoria County, Illinois
 Pinellas County, Florida
 Polk County, Florida
 Prince William County, Virginia
 Ramsey County, Minnesota
 St. Louis County, Minnesota
 Saline County, Kansas
 San Diego County, California
 San Luis Obispo County, California
 San Mateo County, California
 Sarasota County, Florida
 Sedgwick County, Kansas
 Seminole County, Florida
 Sonoma County, California
 Springettsbury Township, Pennsylvania
 Spotsylvania County, Virginia
 Tazewell County, IL
 Volusia County, Florida
 Wake County, North Carolina
 Washtenaw County, Michigan
 Whiteside County, Illinois
 Whitfield County, Georgia
 Yolo County, California

OTHER ORGANIZATIONS

Development Groups

Arrowhead Regional Development, Duluth,
 Minnesota

Columbia Development Corporation, South Carolina
Fresno Economic Development Commission, California
Fresno Redevelopment Authority, California
GoTopeka, Inc., Kansas
Lincoln Road Development Corporation, Miami Beach, FL
Los Angeles, California, Community Redevelopment Agency
Mid-American Regional Council, Kansas City, Missouri
West Palm Beach Downtown Development Authority, Florida

Housing Authorities

California Housing Finance Agency
Jefferson County Housing Authority, Alabama
Las Vegas Housing Authority
Memphis Housing Authority, Tennessee
Ocala Housing Authority, Florida
Peoria Housing Authority, Illinois

Libraries

Birmingham, Alabama Public Library
Central Arkansas Library System
Lexington, Kentucky Library System
Metropolitan Library System of Oklahoma
Moline Public Library

Non-Profits and Other Governmental Jurisdictions

California State Government
CDC Federal Credit Union, Atlanta, Georgia
District of Columbia
Fresno Employment and Training Commission, California
Jefferson County Personnel Board, Alabama
Local Government Insurance Trust, Maryland
Los Angeles, California Department of Community Public Health Los Angeles, California Music Center Operating Company
Los Angeles Olympics Organizing Committee
Metropolitan Nashville, Tennessee Arts
Mississippi Regional Housing Authority
Southeast Mississippi Rural Health Initiative Commission
Parkland Hospital, Texas
Southwest Florida Regional Planning Council

Professional Associations

American Public Works Association

Association of County Commissioners, Georgia
Georgia Municipal Association
International City/County Management Association
Iowa League of Cities
Missouri Municipal League

School Districts

Adams County School District #14, Commerce City, Colorado
Lake Sumpter Community College, Florida
Dallas Independent School District, Texas

Transportation Agencies

Alameda-Contra Costa Transit District, Oakland, California
Bay Area Rapid Transit District, Oakland, California
Dallas Area Rapid Transit District, Dallas, Texas
Greater Dayton Regional Transportation Authority
Kalamazoo County Transportation Authority
Lee County Port Authority, Florida
Metra (Chicago Commuter Rail System)
MetroPlan Orlando (MPA)
Port Everglades Authority, Fort Lauderdale, Florida
Orlando - Orange County Expressway Authority
Port of Sacramento, California
Riverside Transit Agency, California
San Francisco Bay Area Rapid Transit District, California
Sarasota/Manatee Airport Authority, Florida
Southern California Rapid Transit District

Utilities

Columbus Water Works, Georgia
Greater Peoria Sanitation District
Gulf Shores Utilities, Alabama
Metropolitan Sewer District of Greater Cincinnati, Ohio
Orange Water and Sewer Authority (North Carolina)
Public Works Commission of Fayetteville, North Carolina
Rivanna Solid Waste Authority, Virginia
Rivanna Water and Sewer Authority, Virginia
Sacramento Municipal Utility District, California
South Central Solid Waste Authority, New Mexico
South Florida Water Management District
Spartanburg Utility District, South Carolina

EEO STATEMENT

Slavin Management Consultants (SMC) is committed to building a diverse workforce which reflects the face of the community we serve, honors and respects the differences and abilities of all our employees and residents, and provides employees with the necessary opportunities, tools, and support to achieve their maximum potential.

Equitably managing a diverse workforce is at the heart of equal opportunity. Valuing diversity is the basis for a policy of inclusion. Diversity recognizes and respects the multitude of differences which employees bring to the workplace. Diversity complements organizational values that stress teamwork, leadership, empowerment, and quality service. Diversity means striving to maintain an environment in which managers value the differences in their employees and take steps to ensure that all employees know they are welcome.

To achieve workplace equity and inclusion, SMC will observe the practices outlined below:

- It is the policy of Slavin Management Consultants to provide equal opportunity to all qualified employees and applicants without regard to race, color, religion, age, sex (including gender identity, sexual preference, and pregnancy), marital status, national origin or ancestry, genetic make-up, disability status, protected veterans' status, equal pay or any other characteristic protected by law..
- Our recruiting efforts will ensure that applicant pools are both capable and diverse.
- We will make employment decisions based on job-related criteria and will provide opportunities for entry and promotion into non-traditional jobs.
- We will ensure a workplace free of all forms of harassment.
- We will develop a procedure for prompt, thorough and impartial investigations of discrimination or harassment complaints and will act on appropriate measures to provide remedy or relief to individuals who have been victims of illegal discrimination or harassment.

Measures to ensure accountability for managing diversity will be incorporated into the performance management system for supervisors and managers. The chief executive officer will evaluate the effectiveness of our diversity policies and programs.

By creating a workplace where everyone can work towards their maximum potential, SMC will retain quality, productive employees who will provide excellent services to our clients.

SMC SEXUAL HARASSMENT POLICY

Slavin Management Consultants (SMC) is committed to providing a workplace that is free from sexual harassment. Sexual harassment in the workplace is against the law and will not be tolerated. Should the company determine that an allegation of sexual harassment is credible, it will take prompt and appropriate corrective action.

What Is Sexual Harassment?

Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitutes sexual harassment when:

- An employment decision affecting that individual is made because the individual submitted to or rejected the unwelcome conduct; or
- The unwelcome conduct unreasonably interferes with an individual's work performance or creates an intimidating, hostile, or abusive work environment.
- Certain behaviors, such as conditioning promotions, awards, training or other job benefits upon acceptance of unwelcome actions of a sexual nature, are always wrong.

Unwelcome actions such as the following are inappropriate and, depending on the circumstances, may in and of themselves meet the definition of sexual harassment or contribute to a hostile work environment:

- Sexual pranks, or repeated sexual teasing, jokes, or innuendo, in person or via e-mail;
- Verbal abuse of a sexual nature;
- Touching or grabbing of a sexual nature;
- Repeatedly standing too close to or brushing up against a person;
- Repeatedly asking a person to socialize during off-duty hours when the person has said no or has indicated he or she is not interested (supervisors in particular should be careful not to pressure their employees to socialize);
- Giving gifts or leaving objects that are sexually suggestive;
- Repeatedly making sexually suggestive gestures;
- Making or posting sexually demeaning or offensive pictures, cartoons or other materials in the workplace;
- Off-duty, unwelcome conduct of a sexual nature that affects the work environment. A victim of sexual harassment can be a man or a woman.
- The victim can be of the same sex as the harasser.
- The harasser can be a supervisor, co-worker, other company employee, or a non-employee who has a business relationship with the Slavin Management Consultants.

SMC's Responsibilities Under This Policy:

If SMC receives an allegation of sexual harassment, or has reason to believe sexual harassment is occurring, it will take the necessary steps to ensure that the matter is promptly investigated and addressed. If the allegation is determined to be credible, SMC will take immediate and effective measures to end the unwelcome behavior. SMC is committed to take action if it learns of possible sexual harassment, even if the individual does not wish to file a formal complaint.

SMC will seek to protect the identities of the alleged victim and harasser, except as reasonably necessary (for example, to complete an investigation successfully). SMC will also take the necessary steps to protect from retaliation those employees who in good faith report incidents of potential sexual harassment. It is a violation of both federal law and this policy to retaliate against someone who has reported possible sexual harassment. Violators may be subject to discipline.

Employees who have been found by SMC to have subjected another employee to unwelcome conduct of a sexual nature, whether such behavior meets the legal definition of sexual harassment or not, will be subject to discipline or other appropriate management action. Discipline will be appropriate to the circumstances, ranging from a letter of reprimand through suspensions without pay of varying lengths to

separation for cause. A verbal or written admonishment, while not considered formal discipline, may also be considered.

Employees' Rights and Responsibilities Under This Policy

Any employee who believes he or she has been the target of sexual harassment is encouraged to inform the offending person orally or in writing that such conduct is unwelcome and offensive and must stop.

If the employee does not wish to communicate directly with the offending person, or if such communication has been ineffective, the employee has multiple avenues for reporting allegations of sexual harassment and/or pursuing resolution.

Employees are encouraged to report the unwelcome conduct as soon as possible to his or her supervisor or to the President of SMC.

In addition to reporting sexual harassment concerns to a responsible SMC official, employees who believe they have been subjected to sexual harassment may elect to pursue resolution in several ways, including:

Mediation: Mediation is an informal way to resolve office problems using a trained mediator who facilitates communication between the parties to the dispute. If an employee chooses to attempt resolution through mediation, management is obligated by Company policy to send a representative to the table. If a resolution is not reached, the parties may continue to pursue their rights in any other appropriate forum.

EEO processes: All SMC employees can file an Equal Employment Opportunity (EEO) complaint with the United States Equal Employment Commission (EEOC). An employee who wishes to file a complaint under EEO procedures must consult an EEO counselor within 45 days of the alleged incident. It is not necessary for an employee to complain to his/her supervisor before approaching an EEO counselor, nor to attempt informal resolution through mediation or other means. EEOC contact Information:
<https://eeoc.com>. Phone 1 (800) 669-4000

All SMC employees are required to comply with this policy. Employees are also expected to behave professionally and to exercise good judgment in work-related relationships, whether with fellow employees, business colleagues, or members of the public with whom they come into contact in the course of official duties. Further, all employees are expected to take appropriate measures to prevent sexual harassment. Unwelcome behavior of a sexual nature should be stopped before it becomes severe or pervasive and rises to a violation of law.

SMC MINORITY AND WOMEN PLACEMENTS

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
ALACHUA COUNTY, FL	County Administrator			X
ALBANY, GA	City Manager	X		
	Police Chief	X		
	Assistant City Manager	X		
	Human Resources Director	X		
ALTAMONTE SPRINGS, FL	Finance Director		X	
ASPEN, CO	City Manager		X	
AUSTIN, TX	City Auditor		X	
	City Manager		X	
	Police Chief			X
BERKELEY, CA	City Manager	X		
	Public Works Director			X
BEVERLY HILLS, CA	Sanitation Director	X		
	Library Director		X	
BOCA RATON, FL	City Manager		X	
	Asst. City Manager		X	
BOTHELL, WA	City Manager		X	
BOISE, ID	Chief Financial Officer	X		
BROWARD COUNTY, FL	Assistant Director of Equal Employment	X	X	
	Director of Budget	X		
	911 Center Director	X		
	Drug Addiction Recovery Cntr Dir	X	X	
BOISE, ID	Chief Financial Officer		X	
BRYAN, TX	Municipal Court Judge		X	
	City Manager		X	
BUNCOMBE COUNTY, NC	County Manager	X	X	
CAMARILLO, CA	City Clerk		X	
CARSON, CA	Planning Director		X	
CHAPEL HILL, NC	Transportation Director		X	
	Human Resources Director		X	
CHARLOTTE COUNTY, FL	County Attorney		X	
CENTRAL CITY ASSN. OF THE CITY OF LOS ANGELES (CA)	Director of Security	X		
CHARLOTTE, NC	Neighborhood Services Director	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
CLARKSTON, GA	City Manager	X	X	
COLUMBIA, MO	Police Chief	X		
CORINTH, TX	Director of Economic Development		X	X
CORPUS CHRISTI, TX	City Manager Police Chief	X		X
CULVER CITY, CA	Finance Director			X
DANE COUNTY, WI	Director of Human Services		X	
DALLAS INDEPENDENT SCHOOL DISTRICT (TX)	Chief Financial Officer	X	X	
DALLAS, TX	City Attorney		X	
DAYTONA BEACH, FL	City Manager	X		
DECATUR, GA	Chief of Police	X		
DISTRICT OF COLUMBIA	Executive Director Alcoholic Beverage Regulations Commission		X	
DURANGO, CO	City Manager			X
DURHAM, NC	City Manager City Manager Police Chief Public Works Director	X X X X	X X X X	
ESCAMBIA COUNTY, FL	Assistant County Administrator	X		
ESCONDIDO, CA	Civic Center Construction Mgr		X	
FRANKFORT, KY	City Manager		X	
EVANSTON, IL	City Manager		X	
FRESNO, CA (PIC)	Executive Director	X		
FORT COLLINS, CO	City Attorney		X	
FORT LAUDERDALE, FL	Fire Chief	X		
FORT MYERS, FL	City Manager Police Chief	X X		
FORT PIERCE, FL	City Attorney		X	
FORT WORTH, TX	Auditor General Police Chief	X	X	
FRANKLIN, TN	Director of Community Development		X	
FRESNO, CA (PIC)	Executive Director	X		
GAINESVILLE, FL	Equal Employment Director	X		
GEORGETOWN, SC	City Administrator		X	
GEORGETOWN COUNTY, SC	County Manager	X	X	
GLASTONBURY, CT	Human Resources Director	X	X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
GLENWOOD SPRINGS, CO	City Manager		X	
GREENBELT HOMES, INC. (MARYLAND)	Executive Director		X	
GREENSBORO, NC	Assistant City Manager	X		
GREENVILLE, NC	City Manager	X	X	
HAMILTON COUNTY, OH	Jobs and Family Services Director		X	
HILLSBOROUGH COUNTY (FL) CHILDREN'S BOARD	Executive Director		X	
HOLLYWOOD, FL	City Manager	X		
JUPITER, FL	Assistant to the City Manager		X	
	Public Works Director			X
KALAMAZOO, MI	City Manager		X	
	Assistant City Manager		X	
LAKE COUNTY, FL	County Attorney		X	
LAKE COUNTY, IL	Purchasing Director		X	
	Human Resources Director	X		
	Assistant County Administrator		X	
LAKE COUNTY, IL HEALTH DEPARTMENT	Executive Director		X	
LAKE WORTH, FL	Utilities Customer Services Manager	X		
LA PLATA COUNTY, CO	Human Services Director		X	
LAREDO, TX	City Manager			X
LEE COUNTY, FL	County Administrator		X	
	Human Resources Director	X		
LINCOLN ROAD DEVELOPMENT CORP.	Executive Director		X	
LONG BEACH, CA	Police Chief	X	X	
	Executive Director, Civil Service Commission			
LONGMONT, CO	City Manager			X
LONGVIEW, CO	Assistant City Manger		X	
LOS ANGELES, COMMUNITY REDEVELOPMENT AGENCY	Sr. Project Manager	X		X
	Project Manager	X		
	Project Manager			X
LOS ANGELES COUNTY (CA) HEALTH SYSTEMS AGENCY	Executive Director	X	X	
	Deputy Exec. Dir.			X
LOS ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH	Public Health Director	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
LOS ANGELES OLYMPICS ORGANIZING COMMITTEE	Human Resources Director	X	X	
	Director of Venues		X	
MAPLEWOOD, MO	City Manager	X		
METROZOO (MIAMI FL)	Director of Marketing		X	
MEMPHIS (TN) HOUSING AUTHORITY	Executive Director	X		
MIAMI (FL) OFF-STREET PARKING SYSTEM	Finance Director			X
MIAMI VALLEY REGIONAL TRANSIT AUTH. (DAYTON, OH)	Executive Director	X	X	
MIRAMAR, FL	City Manager		X	
MISSISSIPPI REGIONAL HOUSING AUTHORITY VIII	Executive Director	X		
MONTEREY COUNTY, CA	Hospital Administrator	X		
MONTGOMERY COUNTY BOARD OF DEVELOPMENTAL DISABILITIES	Executive Director	X	X	
MOUNT DORA, FL	City Manager		X	
NOAH DEVELOPMENT CORPORATION	Executive Director	X		
NEWARK, DE	City Manager	X		
NORFOLK, VA	Human Resources Director	X		
	Senior Engineer		X	
NORFOLK, VA	Social Services Director	X		
Oak Island, NC	Town Manager		X	
OAK PARK, IL	Village Manager		X	
OCALA (FL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
OBERLIN, OH	City Manager		X	
ORANGE CITY, FL	City Clerk		X	
ORLANDO, FL	Fire Chief	X		
ORMOND BEACH, FL	City Manager	X		
OKLAHOMA CITY, OK	City Manager	X		
PALM BAY, FL	Human Resources Director		X	
PALM BEACH COUNTY, FL	Assistant County Administrator		X	
PALM BEACH COUNTY (FL) CHILDREN'S SERVICES BOARD	Executive Director		X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
PALM BEACH COUNTY (FL) HEALTH CARE DISTRICT	Executive Director		X	
PALM BEACH GARDENS, FL	City Manager (1992) City Manager (1999)		X	X
PALO ALTO, CA	City Attorney		X	
PANAMA CITY, FL	City Clerk/Treasurer		X	
PARKLAND, FLORIDA	City Manager		X	
PEORIA (IL) PUBLIC HOUSING AUTHORITY	Executive Director	X		
PHOENIX, AZ	Chief of Police			X
POWDER SPRINGS, GA	City Manager		X	
PRINCE WILLIAM COUNTY, VA	County Executive Human Resources Director Fire Chief	X X	X X X	
RICHMOND, CA	City Manager	X		
RICHMOND, VA	Director of Public Health	X		
ROANOKE, VA	Police Chief Economic Development Director Assistant City Manager Director of Human Services	X X X	X X X	
ROCKVILLE, MD	Assistant City Manager		X	
SACRAMENTO, CA	Human Resources Director	X	X	
SAGINAW, MI	Police Chief			X
SAN DIEGO, CA	City Manager	X		
SAN FRANCISCO, CA	Assistant City Administrator		X	
SAN JOSE, CA	Police Chief	X		
SANTA MONICA, CA	Deputy City Manager		X	
SANTA ROSA ISLAND AUTHORITY (FL)	Executive Director		X	
SARASOTA, FL	Human Resources Director	X		
SARASOTA COUNTY, FL	Deputy County Administrator	X		
SELMA, AL	Chief of Police	X		
SHAKER HEIGHTS, OH	City Administrator		X	
SOUTH DAKOTA STATE LEGISLATURE	Chief Legislative Analyst		X	
SOUTH FULTON, GA	Finance Director	X	X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
SE MISSISSIPPI RURAL HEALTH INITIATIVE	General Manager	X	X	
SUNNYVALE, CA	Public Information Officer		X	
	City Clerk		X	
STRATFORD, CT	Human Resources Director		X	
STOCKBRIDGE, GA	City Manager	X		
TAKOMA PARK, MD	City Manager		X	
	Recreation Director	X	X	
	Housing and Community Development Director		X	
	Public Works Director	X		
THORNTON, CO	Public Information Officer		X	
	City Attorney			X
TOPEKA, KS	City Manager	X		
	Police Chief	X		
URBANA, IL	Chief Administrative Officer		X	
VALDEZ, AK	City Manager		X	
VENICE, FL	Police Chief		X	
VIRGINIA BEACH, VA	Human Resources Director	X		
VIRGINIA BEACH PARK TRUST (FL)	Executive Director	X		
VOLUSIA COUNTY, FL	County Manager		X	
	Budget Director		X	
	Human Resources Director		X	
	Deputy County Manager		X	
WACO, TX	Deputy City Manager		X	
	Exec. Dir. - Support Services			X
	Assistant City Manager	X		
	Director of Facilities			X
WAKE COUNTY, NC	Human Services Director			X
THE WEINGART CENTER (LOS ANGELES)	Executive Director		X	
WEST COVINA, CA	Planning Director	X	X	
WEST MIFFLIN, PA	Town Administrator		X	
WEST PALM BEACH, FL	Assistant City Administrator	X	X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
WICHITA, KS	Human Resources Dir	X	X	
	Community Services Dir	X	X	
	Communications Director		X	
	Director of Libraries		X	
	Housing and Development Director	X	X	
	City Manager	X		
WYOMING, OHIO	City Manager		X	
YPSILANTI, MI	City Manager	X		
ZOOLOGICAL SOCIETY OF FLORIDA (DADE COUNTY)	Executive Director			X

PROPOSAL FOR EXECUTIVE RECRUITMENT SERVICES

Town Administrator Town of Paonia, Colorado

**Submission Due: July 31, 2026
This proposal is valid for 90 days**

**Response to RFP 2026-03 for Executive Search
Services for the Position of Town Administrator**



Strategic Government Resources
P.O. Box 1642, Keller, Texas 76244
Office: 817-337-8581

Rebecca L. Fleury, President of Executive Recruitment
RebeccaFleury@GovernmentResource.com

July 31, 2026

Mayor Pro Tem Sheree Fischer and Board of Trustees
Town of Paonia, Colorado



Dear Mayor Pro Tem Fischer and Trustees,

Strategic Government Resources (SGR) is thankful for the opportunity to submit this proposal to assist the Town of Paonia in your recruitment for a Town Administrator. Our nationwide reach, deep municipal expertise, and servant leadership mindset help us deliver tailored recruitment services that will strengthen your culture and community.

As a former City Manager in Fort Collins, I recognize the importance this search has in your Town's management, operations, and service to your community. SGR has an established presence in Colorado, and we are confident in our unique ability to tailor recruitments to your diverse stakeholder groups, leadership needs, and community, ensuring a long term fit for the Town.

We would like to highlight some key aspects that set SGR apart from other firms:

- **Local government experience:** Our team brings decades of direct local government experience, giving us an insider's understanding of your unique challenges. We've conducted executive searches for over 450 local governments across 37 states, including ongoing searches with the Town of Vail, as well as recent experience with the City of Aspen and the City of Craig. This experience provides us with valuable insight into the unique needs of recruiting a Town Administrator on the Western Slope.
- **National reach and candidate pipeline:** With over 21,000 LinkedIn followers, 35,000 subscribers to our Servant Leadership e newsletter, and nearly 5,000 Municipal and County Management Job Alert subscribers, your SGR recruitment will be seen by a vast audience engaged in the profession.
- **Active engagement in the profession:** As recognized thought leaders in local government management, we are directly involved in the latest operations, challenges, and best practices. This ongoing engagement ensures we are attuned to the evolving skills and leadership qualities needed in today's local government leaders.

Larry Gilley, Senior Vice President, will serve as your Executive Recruiter and primary contact for this recruitment. Larry has over 38 years of experience in local government leadership roles. In addition, Larry has successfully completed well over 100 executive recruitments nationwide, nearly a third of which have been in Colorado.

We are eager to partner with the Town of Paonia to identify your next leader. We look forward to the opportunity to discuss our proposed approach in more detail and are available for a meeting at your convenience. For questions regarding this proposal, please contact Rebecca L. Fleury, SGR's President of Executive Recruitment, as listed on the cover of this proposal.

Respectfully submitted,

Darin Atteberry, Chief Executive Officer
DarinAtteberry@GovernmentResource.com

PO Box 1642, Keller, TX 76244

817 337 8581

www.GovernmentResource.com

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Attachment A

Proposer Submission Checklist

RFP 2026-03 Executive Search Services for the Position of Town Administrator

Town of Paonia, Colorado

The following checklist is provided to ensure that all required elements of the proposal are completed and included. Proposers must verify that their submission contains all items listed below. Failure to include any required item may result in rejection of the proposal as non-responsive.

- | | |
|--|--|
| ☒ Cover Letter | Introduce the firm, identify the principal contact person, and state the office location managing the project. |
| ☒ Completed Checklist | Attach this Proposer Submission Checklist (Attachment A). |
| ☒ Firm Qualifications and Experience | Provide firm's history, size, organizational structure, and areas of expertise. Include names of 5 communities with successful Administrator hires and 3 examples of recruitment brochures |
| ☒ Project Team | Identify project manager and key staff. Include resumes with relevant certifications, qualifications, experience, roles, and availability. |
| ☒ Project Understanding Cost & Approach | Outline standard search methodology/procedures and explain how it will meet Town's job search needs and proposed cost of services with description of fee structure/breakdown |
| ☒ Community Engagement & Equity | Describe approach to organizing initial community, business and other organizations input at start of the process and final public open session interviews of finalist candidates. |
| ☒ Quality Assurance and Compliance | Identify internal quality control processes to ensure accuracy, timeliness, and completeness of deliverables. |
| ☒ Schedule and Availability | Confirm ability to complete all Scope of Work steps in order for a contract with an Administrator to be executed by February 1, 2027 . |
| ☒ References | Provide contact information for at least three (3) client references for similar work performed in Colorado within the past four (4) years. |
| ☒ Proof of Insurance | Submit documentation meeting minimum Town and FHWA requirements. |
| ☒ Other Required Information | Include any additional information deemed relevant by the proposer. |
| ☒ Electronic Submission | Submit as a single PDF, titled: " <i>RFP 2026-03 Executive Search Services for the Position of Town Administrator [Insert Firm Name.]</i> " |
| ☒ Deadline Confirmation | Submission must be received no later than 12:00 P.M. (Noon), Friday, July 31, 2026 (MT) by email to Paonia@TownofPaonia.com and cc'd to Town Clerk SamiraV@TownofPaonia.com . |

Firm Qualifications

About SGR

Strategic Government Resources, Inc. (SGR) exists to help local governments become more successful by recruiting, assessing, and developing innovative, collaborative, and authentic leaders. SGR was incorporated in Texas in 2002 with the mission to facilitate innovative leadership in local government. SGR is fully owned by former City Manager Ron Holifield, who spent two high-profile decades in city management and served as a City Manager in several cities.

SGR's business model is truly unique. Although we are a private company, SGR operates like a local government association. Most of SGR's principals are former local government officials, allowing SGR to bring a perspective and depth of local government expertise to every project that no other firm can match.

SGR's Core Values are Customer Service, Integrity, Philanthropy, Continuous Improvement, Agility, Collaboration, Protecting Relationships, and the Golden Rule.

SGR is a full-service firm, specializing in providing solutions for local governments in the areas of recruitment and retention, leadership development and training, innovation and future readiness, and everything in between.

With 21 full-time employees, 21 recruiters, 22 facilitators, and multiple consultants who function as subject matter experts on a variety of projects, SGR offers comprehensive expertise. View all SGR team members and their bios at: GovernmentResource.com/Meet-the-Team

The company operates as a fully remote organization, with team members located in Texas, Arizona, California, Colorado, Florida, Georgia, Maine, Michigan, Montana, Nevada, New York, North Carolina, North Dakota, Ohio, Oklahoma, and South Carolina.

SGR's Unique Qualifications

Colorado Familiarity

SGR's deep-rooted connection to Colorado is evidenced by a 93% retention rate for executive placements between 2023 and 2025. With more than 60 successful executive recruitments completed across the Front Range, the Continental Divide, the Western Slope, and other regions, we possess an intimate understanding of the state's diverse political and geographic landscapes.

Our leadership further strengthens this local tie; SGR is led by a former City Manager and current Fort Collins resident, ensuring your recruitment benefits from a neighbor's perspective and a practitioner's expertise. Our 50+ Colorado engagements across our suite of services over

the last two years have built a robust network that SGR leverages to identify and evaluate the best talent for Colorado communities.

Extensive Network of Prospects

SGR is intent on being a leader in executive recruitment and firmly believes in the importance of proactively building a workforce that reflects the diversity of the communities we serve. We leverage an extensive and diverse network to reach potential applicants.

- Your position will be announced in SGR's Servant Leadership e-newsletter, which reaches over 35,000 subscribers across all 50 states.
- We will send targeted emails to nearly 5,000 opt-in subscribers of SGR's Municipal and County Management Job Alerts.
- Your position will appear on SGR's Website which attracts approximately 20,000 visitors per month. GovernmentResource.com/Open-Recruitments
- Your position will be posted on SGR's Job Board which typically has over 2,000 job listings at any given time and receives approximately 16,000 unique visitors per month. SGRJobs.GovernmentResource.com
- SGR implements a comprehensive social media marketing campaign that includes custom-made graphics and distribution on SGR's LinkedIn page.
- We frequently collaborate with various local government associations, including the League of Women in Government, Alliance for Innovation, and the National Forum for Black Public Administrators.
- Approximately 65% of semifinalists selected by our clients learn about open recruitments through our website, servant leadership e-newsletter, job board, job alert emails, social media, or personal contact.

Collective Local Government Experience

Our recruiters have decades of experience in local government, as well as regional and national networks of relationships. Our executive recruiters leverage the professional networks of all SGR recruiters when recruiting for a position, enabling outreach to a wide and diverse array of prospective applicants. SGR team members are active on a national basis in local government organizations and professional associations. Many SGR team members frequently speak and/or write on issues of interest to local government executives. SGR can navigate relevant networks as both peers and insiders.

Equal Opportunity Commitment

SGR does not discriminate and believes that equal opportunity is an ethical issue. SGR will not enter an engagement with an entity or organization that directs bias or expects bias to be demonstrated on any basis other than factors that affect the ability of the candidate to do the job. Although SGR cannot guarantee the makeup of the semifinalist or finalist groups, SGR has relationships and contacts nationwide to encourage the meaningful participation of underrepresented groups, and we continue to evaluate and improve our processes by embedding a lens of equity and inclusion into our recruitment practices.

Listening to Your Unique Needs

SGR devotes significant time to actively listening to your organization and helping you define and articulate your needs. We work diligently to conduct a comprehensive recruitment process tailored specifically to your organization. SGR dedicates a prodigious amount of energy to understanding your organization's unique culture, environment, and local issues to ensure an alignment in terms of values, philosophy, and management style perspectives.

While we have established systems for achieving success, we are a "boutique" firm capable of adapting to meet a client's specific needs and providing insights on the pros and cons of their preferred approach.

Trust of Candidates

SGR has a track record of providing remarkable confidentiality and wise counsel to candidates and next-generation leaders, earning their trust. As a result, we can bring exceptional prospects to the applicant pool. Candidates trust SGR to assess the situation accurately, communicate honestly, and maintain their confidentiality to the greatest extent possible.

Accessibility and Communication

Your executive recruiter will keep you informed of the search status and will be readily accessible throughout the recruitment process. Candidates and clients can reach the recruiter at any time via cell phone or email. Additionally, the recruiter maintains communication with active applicants, ensuring they are well-informed about the community and the opportunity.

Comprehensive Evaluation and Vetting of Candidates

SGR offers a comprehensive screening process designed to ensure a thorough understanding of candidate backgrounds and to minimize surprises. Our vetting process for a full-service recruitment includes the following key components:

- Prescreening questions and technical review of resumes
- Cross-communication among our recruiters regarding candidates who have been involved in previous searches, providing greater insight into their background and skills.
- Written questionnaires to gain insights beyond what is available through a resume.
- Recorded semifinalist interviews.
- Media search reports incorporating both internet and social media results tailored to each candidate based on their previous places of residence and work.
- Thorough, automated, and anonymous reference checks that provide feedback on candidates from a well-rounded group of references.
- Background checks completed by a licensed private investigation firm.

Executive Recruitment Clients

SGR has partnered on executive recruitments with more than 450 local government clients in 37 states. We take great pride in the long-term relationships we have developed with many of our clients who continue to partner with us on future recruitment needs.

Project Personnel

Larry Gilley, Senior Vice President

Email: larrygilley@governmentresource.com

Phone: [REDACTED]



Larry Gilley joined SGR in 2016. He previously served for more than 38 years in leadership roles in Texas cities. He served as City Manager for the City of Abilene from June 2002 until his retirement. Prior to joining the City of Abilene, Larry served as City Manager for the City of San Marcos, Texas, for almost 14 years. He began his career in municipal government as City Manager in Bovina in 1976 and later served as City Manager in Panhandle.

Larry has been active in his professional association and is a member of the International City/County Management Association (ICMA) and the Texas City Management Association (TCMA) and is Past President of that organization. He served on the Board of the Texas Municipal League Intergovernmental Risk Pool (TMLIRP) and served as Chair of that organization. He has served on the MPA Advisory Council at Texas State University, where he also served as an Adjunct Graduate Faculty member. He holds a Bachelor of Arts in Political Science from Texas Tech University and a Master of Public Administration from Texas State University.

ICMA awarded Larry its professional service award for In-Service Training, and the Cen-Tex Chapter of the American Society of Public Administration recognized him as "Professional Administrator of the Year." Larry is also a recipient of a Lifetime Achievement Award from TCMA and is a Life Member of that organization.

Colorado Search Experience

Larry has completed 32 recruitments in Colorado, including 9 municipal managers and administrators. Of his Colorado experience, many have been in communities of less than 10,000 residents. In total, Larry has completed well over 100 executive searches with SGR, and continues to expand his

Availability

Larry will be your point of contact and dedicated project manager for this search. He is supported by a well-qualified Recruitment Coordinator, as well as our dedicated team of administrative, marketing, and research specialists. SGR keeps each team member's workload at a level that allows them to give each engagement the level of time and attention that it needs and deserves.

Project Understanding

Community Engagement

One of the most important aspects of this recruitment is ensuring that community input meaningfully informs both the recruitment and selection processes. SGR approaches community engagement as a continuous process, beginning with stakeholder and concluding with public finalist interviews.

Working with the Town, we will engage a representative cross-section of elected officials, staff, community members, businesses, and other key stakeholders to identify the leadership qualities, organizational priorities, and community expectations for the next Town Administrator. We will synthesize recurring themes and use them to develop the candidate profile, recruitment messaging, interview questions, and evaluation criteria.

During the finalist interview process, those same priorities become the framework for evaluating candidates through a structured, equitable public engagement process. By connecting community input to every stage of the recruitment, SGR helps the Town identify a leader who not only possesses the required qualifications but also reflects the values and priorities of the Paonia community.

Recruiting Leaders for Small Communities

SGR recognizes that recruiting executive leaders for smaller communities requires a different approach than recruiting for larger municipalities. Our team has successfully conducted executive recruitments for Colorado communities including Florence, Frisco, La Junta, and Lamar, each with its own character, priorities, and leadership expectations. Communities with tourism, outdoor recreation, or agricultural identities require executives who understand how to balance quality-of-life priorities, economic vitality, and the delivery of reliable municipal services while maintaining close relationships with residents, businesses, and elected officials. Our recruitment will focus on identifying candidates who possess both the operational expertise to oversee essential municipal services and the leadership style needed to thrive in a highly engaged community.

Compliance, Confidentiality, and Hiring Best Practices

SGR understands the importance of balancing transparency, candidate confidentiality, and equitable hiring throughout an executive recruitment. We work closely with our clients to conduct searches consistent with applicable Colorado open meetings, open records, candidate confidentiality, and employment laws while protecting the integrity of the recruitment process.

Candidate confidentiality is essential to earning the trust of highly qualified executives who may be unable to participate in a search without appropriate protections. SGR has built a reputation for providing honest guidance, maintaining confidentiality to the greatest extent possible, and communicating with candidates professionally throughout the process. From confidential recruitment activities through public finalist interviews, we utilize structured evaluation criteria, standardized interview processes, and documented decision-making practices to promote fairness, reduce bias, and support well-informed hiring decisions.

Approach and Methodology

A full-service recruitment typically entails the following steps:

- 1. Organization/Position Insight and Analysis**
 - Project Kickoff Meeting and Develop Anticipated Timeline
 - Stakeholder Interviews and Listening Sessions
 - Develop Recruitment Brochure
- 2. Recruitment Campaign and Communication with Candidates**
 - Advertising and Marketing
 - Sourcing Prospective and Active Candidates
 - Communication with Prospective Applicants
 - Communication with Active Applicants
- 3. Initial Screening and Review by Executive Recruiter**
- 4. Search Committee Briefing to Review Applicant Pool and Select Semifinalists**
- 5. Evaluation of Semifinalists**
 - Written Questionnaires
 - Recorded Semifinalist Interviews
 - Media Searches
- 6. Search Committee Briefing to Select Finalists**
- 7. Evaluation of Finalists**
 - Background Investigation Reports
 - DiSC Management Assessments (if desired, supplemental cost)
 - First Year Plan or Other Advanced Exercise
 - Press Release Announcing Finalists (if requested)
- 8. Interview Process**
 - Face-to-Face Interviews
 - Stakeholder Engagement (if desired)
 - Deliberations
 - Reference Checks (may occur earlier in process)
- 9. Negotiations and Hiring Process**
 - Determine Terms of an Employment Offer
 - Negotiate Terms and Conditions of Employment
 - Press Release Announcing New Hire (if requested)

Step 1: Organization/Position Insight and Analysis

Project Kickoff Meeting and Develop Anticipated Timeline

SGR will meet with the organization at the outset of the project to discuss the recruitment strategy and timeline. At this time, SGR will also request that the organization provide us with photos and information on the community, organization, and position to assist us in drafting the recruitment brochure.

Stakeholder Interviews and Listening Sessions

Stakeholder interviews and listening sessions are a foundational component of SGR's executive recruitment process. In collaboration with the Town, SGR will identify a representative group of internal and external stakeholders, including elected officials, staff members, business leaders, community organizations, and other key partners, to provide input regarding the Town Administrator position.

Using a structured facilitation process, SGR will gather perspectives on the Town's culture, strategic priorities, leadership expectations, organizational challenges, and opportunities. We will synthesize recurring themes into a confidential summary that serves as the foundation for the position profile, recruitment brochure, candidate evaluation criteria, and interview questions. This process not only strengthens the recruitment strategy but also promotes transparency, stakeholder confidence, and organizational buy-in from the start.

Develop Recruitment Brochure

After the stakeholder meetings, SGR will develop a recruitment brochure, which will be reviewed and revised in partnership with your organization until we are in agreement that it accurately represents the sought-after leadership and management attributes.

View sample recruitment brochures here: [GovernmentResource.com/Open-Recruitments](https://www.governmentresource.com/open-recruitments)

Step 2: Recruitment Campaign and Communication with Candidates

Advertising and Marketing

The Executive Recruiter and the client work together to determine the best ways to advertise and recruit for the position. SGR's Servant Leadership e-newsletter, with a reach of over 35,000 subscribers in all 50 states, will announce your position. Additionally, we will send targeted emails to opt-in subscribers of SGR's Job Alerts, and your position will be posted on SGR's website and Job Board. SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on SGR's LinkedIn page. Furthermore, we will provide a recommended list of ad placements to be approved by the client, targeting the most effective venues for reaching qualified candidates for that particular position.

Sourcing Prospective and Active Candidates

SGR's innovative recruitment strategies are designed to give our clients a competitive edge in attracting and retaining top-tier talent. By employing a dual approach of passive and active candidate sourcing, we tap into a broader talent pool that includes high-caliber professionals

who may not be actively job-seeking. Our advanced technology and deep industry connections enable us to identify candidates with the precise skills and cultural fit for your organization. We round out sourcing efforts through personalized candidate engagement and outreach with a constant focus on transparency and relationship building.

Communication with Prospective Applicants

SGR maintains regular communication with interested prospects throughout the recruitment process. Outstanding candidates often conduct thorough research on the available position before submitting their resumes. As a result, we receive a significant number of inquiries, and it is crucial for the executive search firm to be well-prepared to respond promptly, accurately, and comprehensively, while also offering a warm and personalized approach. This initial interaction is where prospective candidates form their first impression of the organization, and it is an area in which SGR excels.

Communication with Active Applicants

Handling the flow of resumes is an ongoing and significant process. On the front end, it involves tracking resumes and promptly acknowledging their receipt. It also involves timely and personalized responses to any questions or inquiries. SGR maintains frequent communication with applicants to ensure they remain enthusiastic and well-informed about the opportunity. Additionally, SGR communicates with active applicants, keeping them informed about the organization and community.

Step 3: Initial Screening and Review by Executive Recruiter

SGR uses a triage process to identify high-probability, medium-probability, and low-probability candidates. This triage ranking is focused on overall assessment based on interaction with the applicant, qualifications, any known issues concerning previous work experience, and evaluation of cultural fit with the organization.

In contrast with the triage process mentioned above, which focuses on subjective assessment of the resumes and how the candidates present themselves, we also evaluate each candidate to ensure that the minimum requirements of the position are met and determine which preferred requirements are satisfied. This sifting process examines how well candidates' applications align with the recruitment criteria outlined in the position profile.

Step 4: Search Committee Briefing to Review Applicant Pool and Select Semifinalists

At this briefing, SGR will conduct a comprehensive presentation to the Search Committee and facilitate the selection of semifinalists. The presentation will include summary information on the process to date, outreach efforts, the candidate pool demographics, and any identified trends or issues. Additionally, a briefing on each candidate and their credentials will be provided.

Step 5: Evaluation of Semifinalists

The review of resumes is a crucial step in the executive recruitment process. However, resumes may not fully reveal an individual's personal qualities and their ability to collaborate effectively with others. In some instances, resumes might also tend to exaggerate or inflate accomplishments and experience.

At SGR, we understand the significance of going beyond the surface level of a resume to ensure that candidates who progress in the recruitment process are truly qualified for the position and a suitable match for the organization. Our focus is to delve deeper and gain a comprehensive understanding of the person behind the resume, identifying the qualities that make them an outstanding prospect for your organization.

During the evaluation of semifinalist candidates, we take the initiative to follow up when necessary, seeking clarifications or additional information as needed. This approach ensures that we present you with the most qualified and suitable candidates for your unique requirements. At SGR, our ultimate goal is to match your organization with individuals who possess not only the necessary qualifications but also the qualities that align with your organizational culture and values.

Written Questionnaires

As part of our thorough evaluation process, SGR will request semifinalist candidates to complete a comprehensive written exercise. This exercise is designed to gain deeper insight into the candidates' thought processes and communication styles. Our written instrument is customized based on the priorities identified by the Search Committee. The completed written instrument, along with cover letters and resumes submitted by the candidates, will be included in the semifinalist briefing book.

Recorded Semifinalist Interviews

Recorded one-way or two-way interviews will be conducted for semifinalist candidates. This approach provides an efficient and cost-effective way to gain additional insights to aid in selecting finalists to invite for an onsite interview. The interviews allow the Search Committee to evaluate technological competence, demeanor, verbal communication skills, and on-camera presence. Additionally, virtual interviews provide an opportunity for the Search Committee to ask candidates questions on specific topics of special interest.

Media Searches

Our media search process involves web-based and social media research, enabling efficient and thorough vetting of candidates and minimizing the risk of overlooking critical information. These media reports have proven helpful by uncovering issues that may not have been previously disclosed by prospective candidates. The recruiter will communicate any "red flags" or noteworthy media coverage to the Search Committee as part of the review of semifinalists with the Search Committee.

Step 6: Search Committee Briefing to Select Finalists

Prior to this briefing, SGR will provide the Search Committee with links to the recorded online

interviews and a briefing book on the semifinalist candidates. The briefing book includes cover letters, resumes, and completed questionnaires. The objective of this meeting is to narrow the list to finalists who will be invited to participate in onsite interviews.

Step 7: Evaluation of Finalists

Background Investigation Reports

Through SGR's partnership with a licensed private investigation firm, we are able to provide our clients with comprehensive background screening reports that include the detailed information listed below.

- Social security number trace
- Address history
- Driving record (MVR)
- Federal criminal search
- National criminal search
- Global homeland security search
- Sex offender registry search
- State criminal court search for states where candidate has lived in previous 10 years
- County wants and warrants for counties where candidate has lived or worked in previous 10 years
- County civil and criminal search for counties where candidate has lived or worked in previous 10 years
- Education verification
- Employment verification for previous 10 years (if requested)
- Military verification (if requested)
- Credit report (if requested)

DiSC Management Assessments (if desired, supplemental cost)

SGR utilizes the DiSC Management assessment tool, which is among the most validated and reliable personal assessment tools available. The DiSC Management assessment provides a comprehensive analysis and report on the candidate's preferences in five crucial areas: management style, directing and delegating, motivation, development of others, and working with their own manager.

For assessments of more than two candidates, a DiSC Management Comparison Report is included, offering a side-by-side view of each candidate's preferred management style.

First-Year Plan or Other Advanced Exercise

SGR will collaborate with your organization, if desired, to create an advanced exercise for the finalist candidates. One such example is a First-Year Plan, where finalist candidates are encouraged to develop a first-year plan based on their current understanding of the position's opportunities and challenges. Other exercises, such as a brief presentation on a topic to be identified by the Recruiter and Search Committee, are also typically part of the onsite interview process to assess finalists' communication and presentation skills, as well as critical analysis abilities.

Step 8: Interview Process

Face-to-Face Interviews

SGR will arrange interviews at a date and time convenient for your organization. This process can be as straightforward or as elaborate as your organization desires. SGR will aid in determining the specifics and assist in developing the interview schedule and timeline. We will provide sample interview questions and participate throughout the process to ensure it runs

smoothly and efficiently.

Stakeholder Engagement

At the direction of the Search Committee, SGR will collaborate with the Town to design a finalist engagement process that reflects Paonia's culture, desired level of public participation, and Colorado open meeting requirements. Depending on the Town's preferences, this may include a public reception, community forum, facilitated question-and-answer session, candidate presentations, stakeholder panel discussions, or other opportunities for interaction.

SGR will assist with planning and facilitating the process, preparing standardized evaluation materials, and compiling stakeholder feedback into a summary of highlighting patterns and observations for consideration by the Search Committee and Board of Trustees during the final selection process.

Deliberations

SGR will facilitate a discussion about the finalist interviews and support the Search Committee in making a hiring decision or determining whether to invite one or more candidates for a second interview.

Reference Checks

SGR uses a progressive and adaptive automated reference check system to provide insights on candidates' soft skills from a well-rounded group of references. References may include elected officials, direct supervisors, direct reports, internal organizational peers, professional peers in other organizations, and civic leaders. SGR's reference check platform is anonymous, proven to encourage more candid and truthful responses, thus providing organizations with more meaningful and insightful information on candidates. SGR delivers a written summary report to the organization once all reference checks are completed. The timing of reference checks may vary depending on the specific search process and situation. If finalists' names are made public prior to interviews, SGR will typically contact references before the interview process. If the finalists' names are not made public prior to interviews, SGR may wait until the organization has selected its top candidate before contacting references to protect candidate confidentiality.

Step 9: Negotiations and Hiring Process

Determine Terms of an Employment Offer

Upon request, SGR will provide draft employment agreement language and other helpful information to aid in determining an appropriate offer to extend to your preferred candidate.

Negotiate Terms and Conditions of Employment

SGR will assist to whatever degree you deem appropriate in conducting negotiations with the chosen candidate. SGR will identify and address any special needs or concerns of the selected candidate, including potential complicating factors. With our experience and preparedness, SGR is equipped to facilitate win-win solutions to resolve negotiation challenges.

Press Release (if requested)

Until employment negotiations are finalized, you should exercise caution to avoid the embarrassment of a premature announcement that may not materialize. It is also considered best practice to notify all senior staff and unsuccessful candidates before any media exposure. SGR will assist in coordinating this process and in crafting any necessary announcements or press releases.

Satisfaction Surveys

SGR is committed to following the golden rule, which means providing prompt, professional and excellent communication while always treating every client with honor, dignity and respect. We request clients and candidates to participate in a brief and confidential survey after the completion of the recruitment process. This valuable feedback assists us in our ongoing efforts to improve our processes and adapt to the changing needs of the workforce.

Post-Hire Services

As part of our commitment to ensuring long-term success, SGR is pleased to offer a complimentary, four-hour, leadership development workshop for your organization within 12 months of the successful completion of the executive search. SGR Executive Recruitment clients would be responsible for the travel costs associated with facilitation only—no professional fee (a cost savings of up to \$4,750)! Leadership development workshops are designed to support the newly appointed leader and foster a servant leadership culture within your team, enhancing collaboration and alignment across the organization. Standard leadership development workshops include the following topics:

- Creating a Servant Leadership Culture
- Governance
- Team Building
- Strategic Planning
- Strategic Visioning

We offer additional post-hire services such as executive coaching, team-building retreats, and performance review assistance at the six-month or one-year mark. For more information or to request a customized proposal, please email training@governmentresource.com or visit GovernmentResource.com/leadership-and-professional-development/leadership-development-services/.

Typical Timeline

The timeline below is an example only, and we will work with you to finalize and approve a timeline, with adjustments made if needed after the position is posted. *

Initial Steps Prior to Posting Position:	
- Contract Execution - Kickoff Meeting to Discuss Recruitment Strategy and Timeline - Organization/Position Insight and Analysis - Stakeholder Interviews and Listening Sessions - Deliverable: Draft Recruitment Brochure - Deliverable: Recommended Ad Placements - Organization Approves Ad Placements - Search Committee Reviews and Approves Brochure	<i>Timing varies. Estimated to take 2 weeks.</i>

Task	Week
- Post Position and Firm up Timeline - Recruitment Campaign and Outreach to Prospective Applicants - Initial Screening and Review by Executive Recruiter	Weeks 1-4
Search Committee Briefing to Review Applicant Pool and Select Semifinalists	Week 5
- Questionnaires - Recorded Semifinalist Interviews - Media Searches	Week 6
- Deliverable: Semifinalist Briefing Books - Deliverable: Recorded Online Interviews	Week 7
Search Committee Briefing to Select Finalists	Week 8
- Background Investigation Reports - Disc Management Assessments (if desired, supplemental cost) - First-Year Plan or Other Advanced Exercise (if desired)	Weeks 9-10
Deliverable: Finalist Briefing Books via Electronic Link	Week 11
- Face-to-Face Interviews - Stakeholder Engagement (if desired) - Deliberations - Reference Checks (may occur earlier in process) - Negotiations and Hiring Process	Week 12

* Timeline is dependent upon Search Committee availability and Holidays. Organization agrees to timely provide photos/graphics and information necessary to develop recruitment brochure, narrow candidate field, and conduct candidate screening; failure to do so, may in SGR's reasonable discretion, extend timeline and can negatively impact the outcome of the process.

Fee Proposal

Not-to-Exceed Price: \$29,419

Not-to-Exceed Price is comprised of:

- **Fixed Fee of \$26,919**
- **Up to \$2,500 in Ad Placements (billed at actual cost)**

The Fixed Fee includes:

- Stakeholder Interviews and Listening Sessions
- Production of a Professional Recruitment Brochure
- Recruitment Campaign and Outreach:
 - Outreach to Prospective Applicants
 - Custom Graphics for Email and Social Media Marketing
 - Announcement in SGR's Servant Leadership e-Newsletter
 - Post on SGR's Website
 - Ad on SGR's Job Board
 - Two (2) Targeted Job Blasts to SGR's Opt-In Subscriber Database
 - Promotion on SGR's LinkedIn
- Application Management, Screening, and Evaluation
- Semifinalist Evaluation:
 - Questionnaires for up to 15 Semifinalists
 - Recorded Interviews for up to 15 Semifinalists
 - Media Searches for up to 15 Semifinalists
- Semifinalist Briefing Books
- Background Investigation Reports for up to Five (5) Finalists
- Finalist Briefing Books via Electronic Link
- Reference Checks for up to Five (5) Finalists
- Up To Two (2) Onsite Visits by the Recruiter for 1-3 days each, Inclusive of Travel Costs

Reimbursable Expenses included in the not-to-exceed price:

- Ad placements up to \$2,500 will be billed at the actual cost with no markup for overhead and are incorporated into our not-to-exceed price.

Reimbursable Expenses not included in the not-to-exceed price:

- Ad placements over and above \$2,500 will be billed back at actual cost with no markup for overhead.

Supplemental Services/Other Expenses not included in the fixed or not-to-exceed price:

- There may be additional charges for substantial and substantive changes made to the recruitment brochure after the brochure has been approved by the Organization and the

position has been posted online. Organization would be notified of any supplemental costs prior to changes being made.

- At your request, SGR can conduct an online stakeholder survey for \$1,531 to help identify key issues or priorities that you may want to consider prior to launching the search. SGR provides recommended survey questions and sets up an online survey. Stakeholders are directed to a web page or invited to take the survey by email. A written summary of results is provided to the Organization. Please note that this type of survey may extend the recruitment timeline.
- Additional questionnaires over and above the 15 included in the Fixed Fee - \$230 per candidate.
- Additional recorded interviews over and above the 15 included in the Fixed Fee - \$256 per candidate.
- Additional media search reports over and above the 15 included in the Fixed Fee - \$766 per candidate.
- Additional background investigation reports over and above the maximum of five (5) included in the fixed price above - \$511 per candidate.
- Additional reference checks over and above the maximum of five (5) included in the fixed price above - \$256 per candidate.
- DiSC Management assessments - \$179 per candidate.
- Semifinalist and finalist briefing materials will be provided to the Organization via an electronic link. Should the Organization request printing of those materials, the reproduction and shipping of briefing materials will be outsourced and be billed back at actual cost.
- Additional onsite visits by the recruiter over and above the quantity included in the fixed price are an additional cost. Travel time and onsite time are billed at a professional fee of \$1,021 per day. Meals are billed back at a per diem rate of \$18 for breakfast, \$20 for lunch, and \$32 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost with no markup for overhead.
- SGR Executive Recruitment clients wishing to utilize the complimentary leadership development workshop would be responsible for the travel costs associated with facilitation only. Meals are billed back at a per diem rate of \$18 for breakfast, \$20 for lunch, and \$32 for dinner. Mileage will be reimbursed at the then-current IRS rate. All other travel-related expenses are billed back at actual cost with no markup for overhead.
- The organization bears the cost of candidate travel, and candidates are reimbursed directly by the organization.
- If the organization desires any supplemental services not mentioned in this fee proposal, an estimate of the cost will be provided at that time, and no work shall be done without approval.

Billing

SGR will bill the fixed fee in three (3) installments: 35% upon contract execution, 35% after the applicant pool is presented, and 30% after finalist interviews. Ad placement expenses and

supplemental services/other expenses will be billed as incurred or provided. Balances that are unpaid after the payment deadline are subject to a fee of 5% per month or the maximum lawful rate, whichever is less, on the owed amount every month, charged monthly until the balance is paid.

Terms and Conditions

- The organization agrees not to discriminate against any candidate on the basis of age, race, creed, color, religion, sex, sexual orientation, national origin, disability, marital status, or any other basis that is prohibited by federal, state, or local law.
- The organization agrees to refer all prospective applicants to SGR and not to accept applications independently during the recruitment process.
- The organization agrees to provide SGR with any candidates that were previously accepted as applicants for the given position before engaging SGR to conduct the recruitment for the subject position.
- If the organization wishes to place ads in local, regional, or national newspapers, the organization shall be responsible for paying directly for the ads and for placing the ads using language provided by SGR.
- The organization bears the cost of candidate travel, and candidates are reimbursed directly by the organization.

Placement Guarantee

SGR is committed to your satisfaction with the results of our full service recruitment process. If, for any reason, you are not satisfied, we will repeat the entire process one additional time, and you will be charged only for expenses as described in the Fee Proposal under Supplemental Services. Additionally, we promise not to directly solicit any candidate selected under this engagement for another position while they are employed with your organization.

In the event that you select a candidate fully vetted by SGR, who subsequently resigns or is released for any reason within 12 months of their hire date, we are committed to conducting a one-time additional executive search to identify a replacement. In this case, you will only be charged for related expenses as described in the Fee Proposal.

If your organization circumvents SGR's recruitment process and selects a candidate who did not participate in the full recruitment process, the placement guarantee will be null and void. Additionally, SGR does not provide a guarantee for candidates placed as a result of a partial recruitment effort or limited scope recruitment.

Executive Recruitment Experience

The recruitments listed below are full service executive recruitments, except for those with an asterisk (*) noting a custom or limited scope recruitment engagement.

Municipal & County Management Recruitments, 2023-Present

In Progress

- Berkeley, MO (pop. 8,000) - City Manager
- Palmer Lake, CO (pop. 2,635) - Town Administrator
- Lawrence, KS (pop. 98,000) - City Manager
- Eustis, FL (pop. 26,000) - City Manager
- Giddings, TX (pop. 5,500) - City Manager
- Bowie, MD (pop. 58,000) - City Manager
- Farmersville, TX (pop. 4,300) - City Manager
- Green Cove Springs, FL (pop. 10,000) - City Manager
- Independence, MO (pop. 123,000) - City Manager
- Iowa Colony, TX (pop. 17,200) - City Manager
- Lisbon, ME (pop. 9,800) - Town Manager *
- Madisonville, TX (pop. 4,630) - City Manager
- Milton-Freewater, OR (pop. 7,000) - City Manager *
- Olathe, KS (pop. 149,000) - City Manager
- Richlands, VA (pop. 5,260) - Town Manager

2026

- Annapolis, MD (pop. 40,000) - City Manager
- Azle, TX (pop. 15,000) - City Manager
- Ketchikan, AK (pop. 8,200) - City Manager/Ketchikan Public Utilities General Manager
- La Vista, NE (pop. 16,746) - City Administrator
- Milton-Freewater, OR (pop. 7,000) - City Manager*

2025

- Waco, TX (pop. 140,000) - City Manager
- Ottawa, KS (pop. 12,630) - City Manager
- Portland, OR (pop. 650,000) - City Administrator
- Wadena County, MN (pop. 14,400) - County Administrator
- Aledo, TX (pop. 7,000) - City Manager
- Abilene, TX (pop. 125,000) - City Manager
- Argyle, TX (pop. 6,000) - Town Administrator
- Athens-Clarke County Unified Government, GA (pop. 130,000) - County Manager
- Battle Creek, MI (pop. 52,700) - City Manager
- Biddeford, ME (pop. 22,300) - City Manager
- Blaine, MN (pop. 75,900) - City Manager
- Bonner Springs, KS (pop. 7,600) - City Manager
- Cameron, MO (pop. 8,300) - City Manager
- Canadian, TX (pop. 2,300) - City Manager
- Clay County, MO (pop. 260,000) - County Administrator

- Dundee, FL (pop. 5,700) - Town Manager
- Elgin, TX (pop. 12,800) - City Manager
- Finney County, KS (pop. 38,000) - County Administrator
- Florence, CO (pop. 3,800) - City Manager
- Garden Ridge, TX (pop. 5,000) - City Manager
- Heath, TX (pop. 10,400) - City Manager
- Jonestown, TX (pop. 2,500) - City Administrator
- La Junta, CO (pop. 7,200) - City Manager
- Lamar, CO (pop. 7,700) - City Administrator
- North Central Texas Council of Governments (NCTCOG), TX - Executive Director
- Oak Point, TX (pop. 6,000) - City Manager
- Pacific, MO (pop. 7,800) - City Administrator
- Plainview, TX (pop. 20,000) - City Manager
- Sedalia, MO (pop. 22,000) - City Administrator
- Springfield, MO (pop. 170,200) - City Manager
- Stevenson, WA (pop. 1,600) - City Administrator
- Trinidad, CO (pop. 8,100) - City Manager

2024

- Brunswick, ME (pop. 21,800) - Town Manager
- Chester County, PA (pop. 540,000) - Chief Executive Officer
- Coffeyville, KS (pop. 8,800) - City Manager
- Des Moines, WA (pop. 32,400) - City Manager
- Duncan, OK (pop. 23,000) - City Manager
- DuPont, WA (pop. 10,200) - City Administrator
- Edwardsville, KS (pop. 4,700) - City Manager
- Leander, TX (pop. 67,000) - City Manager
- Leavenworth, KS (pop. 37,600) - City Manager
- Manhattan, KS (pop. 55,000) - City Manager
- Marysville, KS (pop. 3,500) - City Administrator
- Medford, OR (pop. 90,900) - City Manager
- Miami, OK (pop. 12,200) - City Manager
- New Rochelle, NY (pop. 80,800) - City Manager
- New Smyrna Beach, FL (pop. 32,400) - City Manager
- Orono, ME (pop. 11,400) - Town Manager
- San Juan County, WA (pop. 18,600) - County Manager
- St. Joseph, MO (pop. 72,000) - City Manager
- Topeka, KS (pop. 125,500) - City Manager
- Treasure Island, FL (pop. 6,500) - City Manager

2023

- Camp Verde, AZ (pop. 12,000) - Town Manager
- Cleburne, TX (pop. 33,000) - City Manager
- Bristol, TN (pop. 27,000) - City Manager
- Dobbs Ferry, NY (pop. 11,000) - Village Administrator
- Gatesville, TX (pop. 16,000) - City Manager
- Glastonbury, CT (pop. 35,000) - Town Manager
- Great Bend, KS (pop. 15,000) - City Administrator

- Justin, TX (pop. 5,000) - City Manager
- Lafayette, CO (pop. 30,000) - City Administrator
- Laredo, TX (pop. 256,000) - City Manager
- Largo, FL (pop. 84,000) - City Manager
- Lawton, OK (pop. 90,000) - City Manager
- Mexia, TX (pop. 7,000) - City Manager
- Nassau Bay, TX (pop. 5,000) - City Manager
- Navajo County, AZ (pop. 106,000) - County Manager
- Ottawa, KS (pop. 12,500) - City Manager
- Parker, AZ (pop. 3,500) - Town Manager
- Rowlett, TX (pop. 68,000) - City Manager
- Shawnee, KS (pop. 69,000) - City Manager
- Snoqualmie, WA (pop. 14,000) - City Administrator
- Snyder, TX (pop. 11,000) - City Manager
- Stillwater, OK (pop. 48,000) - City Manager
- Trophy Club, TX (pop. 13,000) - Town Manager
- Williston, ND (pop. 29,000) - City Administrator

Colorado Recruitments, 2022-Present

In Progress

- Parker, CO Town Attorney
- Loveland Fire Rescue Authority, CO - Fire Chief
- Thornton, CO (pop. 150,000) Chief Information Officer
- Thornton, CO (pop. 150,000) - Planning and Economic Development Director *
- Thornton, CO (pop. 150,000) Engineering and Capital Projects Director *
- Palmer Lake, CO (pop. 2,635) - Town Administrator
- Vail, CO (pop. 13,620) Fire Chief
- Vail, CO (pop. 13,620) - Senior Planner *
- Vail, CO (pop. 13,620) Building Official *
- Pueblo City-County Library District, CO - Director of IT *
- Greenwood Village, CO (pop. 15,500) City Attorney
- Winter Park, CO - Chief of Police

2026

- Thornton, CO (pop. 150,000) Transportation Director *

2025

- Florence, CO (pop. 3,800) City Manager
- Lamar, CO (pop. 7,700) - City Administrator
- Evans, CO (pop. 23,000) Police Chief
- Timnath, CO (pop. 10,500) - Police Chief
- Aspen, CO (pop. 7,000) Planning Director
- Lakeside, CO (pop. 20) - Chief of Police
- Trinidad, CO (pop. 8,100) City Manager
- Greeley, CO (pop. 112,816) - Chief Building Official
- La Junta, CO (pop. 7,152) City Manager

2024

- Greeley Weld Housing Authority, CO (pop. 113,000) - Executive Director
- Craig, CO (pop. 9,000) Assistant City Manager *
- Pagosa Springs, CO (pop. 1,700) - Planning Manager *
- Greeley Weld Housing Authority, CO (pop. 113,000) Executive Director
- Aspen, CO (pop. 7,000) - Planning Director
- Durango, CO (pop. 19,500) Assistant Public Works Director/Utilities
- Greeley, CO - Deputy City Manager *
- Windsor, CO (pop. 44,632) Chief of Police
- Estes Park, CO (pop. 5,862) - Police Chief *
- Eagle, CO (pop. 7,500) Chief of Police
- Greeley, CO (pop. 112,816) - Director of Emergency Management
- Greeley, CO (pop. 135,000) Director of Strategy
- Greeley, CO (pop. 112,816) - Deputy City Manager - Operations *
- Greeley, CO (pop. 112,816) Deputy Director of Community Development
- Greeley, CO (pop. 112,816) - Deputy City Manager *
- Greeley, CO (pop. 112,816) Housing Director
- Commerce City, CO (pop. 62,418) - City Attorney

2023

- Lafayette, CO (pop. 30,000) - City Administrator
- Commerce City, CO (pop. 62,418) Director of Community Development
- Westminster, CO (pop. 119,000) - City Engineer
- Westminster, CO (pop. 119,000) Public Works and Utilities Director
- Westminster, CO (pop. 119,000) - IT Director *
- Greeley, CO (pop. 112,816) Director of Economic Development and Urban Revitalization
- Pueblo City-County Library District, CO (pop. 170,000) - Chief Financial Officer
- Greeley, CO (pop. 112,816) Community Development Director
- Westminster, CO (pop. 119,000) - Police Chief
- Commerce City, CO (pop. 62,418) Chief of Police
- Aspen, CO (pop. 77,000) - Police Chief

2022

- Westminster, CO (pop. 119,000) - Human Resources Director
- Eagle, CO Chief of Police
- Frisco, CO (pop. 3,000) - Town Manager
- Greeley, CO Deputy/Assistant City Manager
- Greeley, CO - Chief of Police
- Eagle County Paramedic Services, CO CEO
- Wheat Ridge, CO (pop. 32,000) - IT Manager *
- Fort Collins, CO (pop. 174,800) City Manager
- Aurora, CO (pop. 385,000) - Assistant Director of Water Operations

References

City of Florence, Colorado

Search: City Manager, 2025

Steve Wolfe, Mayor

steve.wolfe@florencecolorado.org



City of Lamar, Colorado

Search: City Administrator, 2025

Kirk Crespin, Mayor

kirk.crespin@ci.lamar.co.us



City of Trinidad, Colorado

Search: City Manager, 2025

Les Downs, City Attorney

les.downs@trinidad.co.gov



City of La Junta, Colorado

Search: City Manager, 2025

Joe Ayala, Mayor

joe.ayala@lajuntacolorado.org





CITY MANAGER

\$125,000 to \$140,000 DOE

Florence, Colorado



Are you a municipal leader with the vision and skill to guide a historic community into a modern era? Do you lead with policy and proper procedure? Do you provide an approachable type management? Florence, Colorado, is seeking a City Manager who can embrace the City's heritage while leading it toward growth, innovation, and operational excellence.

We're looking for an exceptional leader who is:

- Confident, self-motivated, resilient and can maintain and promote a high level of staff performance to provide excellent customer service to the community.
- Willing to inform and guide the staff and Council with proper procedure, policies, and ordinances.
- Able to balance tradition and progress, modernizing operations while honoring Florence's historic character.

If you are ready to inspire trust, work collaboratively, and help shape the future of a safe, welcoming, and forward-thinking community, Florence invites you to apply.

ABOUT THE COMMUNITY

Florence is a small-town gem in southern Colorado, celebrated for its historic charm, welcoming atmosphere, and exceptional quality of life. Nestled near the Arkansas River and framed by mountain views, the City boasts a beautifully preserved downtown — listed on the National Register of Historic Places in 2017 — filled with local shops, antiques, restaurants, and art galleries, all offering a nostalgic yet vibrant experience.

Just minutes from Cañon City and a short drive from Colorado Springs and Pueblo, Florence provides easy access to hiking, rafting, climbing, and scenic byways while maintaining a relaxed pace and a lower cost of living than nearby urban areas. The community is known for its safety, small-town atmosphere, and excellent K-12 schools, including a new high school offering advanced trade programs.

Florence’s rich history as a railroad and mining town now blends seamlessly with innovation, as seen in the growth of high-tech startups at the local Emergent Campus. Residents enjoy outstanding recreational opportunities along the Arkansas River and in the surrounding natural areas, making Florence a truly great place to live, work, and play.



POPULATION
3,822



MEDIAN HOUSEHOLD INCOME
\$57,239



MEDIAN HOME VALUE
\$200,000 – \$300,000

AVERAGE MONTHLY RENT
\$1,000

[Florence History](#)



[Tourism](#)



GOVERNANCE & ORGANIZATION

Florence operates under a Council-City Manager form of government. The Mayor is elected at large for a two-year term, and the six Council Members are elected by ward for four-year terms.

The City provides a full range of services including:

- Public Safety
- Public Works and Utilities
- Water Department that provides water to the region
- Cemetery
- Parks and Recreation and Municipal Pool





ABOUT THE JOB

The City Manager Department provides executive leadership and policy implementation for the City of Florence. It oversees all departments and collaborates closely with Council and the community.

Reporting to the Mayor and City Council, the new City Manager will:

- Provide administrative leadership and direction across all City departments
- Recommend and implement policies, goals, and objectives
- Serve as liaison to civic, governmental, and community organizations
- Develop a culture where staff is supported while maintaining productivity and accountability
- Develop and administer the annual City budget and long-range planning efforts
- Be visible in the community, actively participating in events, and local initiatives
- Ready to get to work and make an immediate, positive impact

DEPARTMENT QUICKFACTS



EMPLOYEES

41



DEPT. BUDGET

\$13.29
MILLION

KEY PROJECTS FOR 2025

- FINALIZE AND IMPLEMENT THE CITY'S UPDATED MASTER PLAN
- CONTINUE CAPITAL IMPROVEMENT PROGRAM FOR CITY INFRASTRUCTURE
- LAUNCH WATER RATE STUDY AND LONG-TERM UTILITY PLANNING
- STRENGTHEN REGIONAL PARTNERSHIPS AND BOARD REPRESENTATION
- SUPPORT ECONOMIC GROWTH THROUGH DOWNTOWN AND TECH-SECTOR COLLABORATION



THE IDEAL CANDIDATE

The ideal candidate will have experience in municipal government leadership. They will demonstrate:

- Confident, self-motivated, and resilient and can maintain and promote a high level of staff performance to provide excellent customer service to the community.
- Willing to inform and guide the staff and Council with proper procedure, policies, and ordinances.
- Personable within the organization and with citizens in the community.
- Transparent; high integrity.
- Able to say “No” when necessary; courageous in implementing Council policies.
- Willing to participate in local organizations and committee events.
- Ability to outreach to the County, regional partners and the surrounding communities.

This individual will be forward-thinking yet respectful of Florence’s history, and willing to engage visibly with citizens, staff, and Council.

EXPERIENCE & QUALIFICATIONS

Required:

- Bachelor’s degree in Public Administration, Public Policy, Finance, or related field
- Minimum four (4) years’ municipal administration experience, including two (2) years in a manager/ administrator role in a similarly sized or larger organization
- Valid driver’s license and ability to pass background and MVR checks

Preferred:

- Knowledge of Colorado water rights and rural infrastructure
- Advanced degree (MPA or similar)
- Experience with small-town growth management
- Residency is highly preferred



SALARY & BENEFITS

Salary: \$125,000 to \$140,000 DOE

Health Insurance: Medical, Dental, Vision, and Supplemental Insurance

Paid Leave: Vacation and sick leave provided per personnel policy

Retirement: OneAmerica 457b with 3% City match

Additional Perks:

- Flexible 4x10 work schedule
- Gym access
- City-issued phone/vehicle (no allowance)
- Relocation assistance at Council discretion

HOW TO APPLY

Apply Here



For more information on this position, contact:

Marsha Reed, Senior Vice President

MarshaReed@GovernmentResource.com | 806-789-9641

The City of Florence is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists for this position will be subject to a comprehensive background check.



TOWN ADMINISTRATOR

Annual Salary:

\$130,000–\$160,000 DOE/DOQ

Palmer Lake, Colorado



Are you an experienced, visible, hands-on municipal leader with a collaborative leadership style? If so, apply to be Palmer Lake's next Town Administrator!

We're looking for an exceptional professional who can:

- Lead with transparency and has a commitment to community engagement
- Oversee municipal operations with fiscal discipline and long-term vision
- Build trust through active listening and responsiveness to boards, residents, businesses, and staff

The Town of Palmer Lake, a scenic mountain community with small-town character and big opportunities, is seeking a leader ready to balance preservation with thoughtful growth. Join us in shaping the future of this unique Colorado town.

ABOUT THE COMMUNITY

Nestled at the base of the Rocky Mountains between Denver and Colorado Springs, the Town of Palmer Lake is a close-knit community of approximately 2,635 residents. Known for its stunning natural setting and small-town character, Palmer Lake offers abundant recreational opportunities and an excellent school system.

The Town of Palmer Lake is known for its historic preservation, outdoor recreation opportunities, and strong sense of community pride. Balancing growth with preservation is a key priority, as the Town looks to the future while honoring its heritage

The town values its close-knit atmosphere while benefiting from proximity to major urban amenities in Denver and Colorado Springs. Palmer Lake is a community that encourages involvement, volunteerism, and collaboration in shaping its future.



POPULATION
2,635



MEDIAN HOUSEHOLD INCOME
\$122,85



MEDIAN HOME VALUE
\$454,000

AVERAGE MONTHLY RENT
\$1,600

History



Community Links



GOVERNANCE & ORGANIZATION

Palmer Lake operates under a statutory town governance system. The Mayor and six Trustees are elected at-large and set policy direction for the Town. The Town Board appoints the Town Administrator to oversee daily operations and implement policy.

The Town provides a full range of services, including:

- Police
- Fire/EMS
- Public Works (Roads & Parks)
- Water
- Administration and Finance





ABOUT THE JOB

The Town Administrator is the chief administrative officer of Palmer Lake, charged with implementing policy directives of the Town Board of Trustees and ensuring effective service delivery.

The Town Administrator oversees Police, Fire, Water, Public Works (Roads & Parks), and Administration. Reporting directly to the Town Board, the Town Administrator will:

- Manage daily operations and supervise the management team
- Oversee budget planning, financial management, and capital projects
- Coordinate land use and zoning applications, planning processes, and intergovernmental relations
- Establish performance goals with the Town Board within the first six months
- Build strong relationships with the Board, staff, and community

This role requires a leader who is both strategic and hands-on, guiding Palmer Lake into its next chapter of community and organizational development.

DIVISIONS WITHIN THE TOWN

- Police
- Fire
- Public Works / Parks
- Water
- Administration & Finance

ORGANIZATION QUICKFACTS



EMPLOYEES

~40



BUDGET

\$7.77
MILLION

KEY PROJECTS FOR 2026

- Develop a Strategic Plan for the community
- Review water and infrastructure needs
- Continue code review and development
- Advance long-term financial strategy and budget planning
- Complete capital improvements (roads, water, parks)
- Strengthen intergovernmental coordination and partnerships
- Support land use and zoning processes
- Expand community engagement

THE IDEAL CANDIDATE

The Town seeks a visible, hands-on municipal leader with integrity and ethics. The ideal candidate will demonstrate a collaborative leadership style and the ability to listen and learn before taking action. They will be approachable, transparent, and responsive to boards, residents, businesses, and stakeholders.

The successful candidate will bring deep knowledge of municipal operations, finance, planning, and intergovernmental relations. Strong communication, interpersonal, and problem-solving skills are essential, along with the ability to work effectively under pressure. The new Town Administrator will be skilled at public relations and have the ability to stand firm when necessary.

This leader will balance historic preservation with sustainable growth, foster professional development among staff, and strengthen community trust. A sense of community pride and commitment to service will define Palmer Lake's next Town Administrator.



EXPERIENCE & QUALIFICATIONS

Required:

- Bachelor's degree in Public Administration or related field
- Minimum of three years as a Town Administrator/Town Manager or executive-level local government leader
- Knowledge of Colorado fiscal and municipal law, including GASB, TABOR, CGIA, Gallagher, CORA, and Sunshine Law
- Valid driver's license with acceptable driving record

Preferred:

- Experience with capital project planning, economic development, and intergovernmental relations
- Demonstrated success in professionalizing small-town municipal operations
- Residency in Palmer Lake

SALARY & BENEFITS

- **Compensation:** \$130,000 – \$160,000 DOE/DOQ
- **Health Benefits:** Comprehensive medical, dental, and vision coverage with multiple plan options. Premiums for employees are largely covered by the Town; dependents are offered at group policy rates.
- **Paid Leave:** Includes vacation, sick leave, and paid holidays annually. Accrual increases with tenure.
- **Life Insurance**
- **Retirement:** Participation in the Colorado retirement plan with Town contributions.
- **Additional Perks:**
 - ♦ Professional development and training opportunities
 - ♦ Scenic small-town lifestyle with proximity to Denver and Colorado Springs
 - ♦ Opportunity to shape the Town's governance and growth strategy



HOW TO APPLY

Apply Here



For more information on this position, contact:

Marsha Reed, Senior Vice President

marshareed@governmentresource.com | 806-789-9641

The Town of Palmer Lake is an Equal Opportunity Employer. Applicants selected as finalists will undergo a comprehensive background check.



CITY ADMINISTRATOR

City Administrator's Office

Annual Salary:

\$103,542 – \$148,824 DOE/DOQ



Are you a visionary, ethical, and community-driven leader who can manage complex municipal operations while engaging with residents and staff alike? If so, apply to be Lamar, Colorado's next City Administrator!

We're looking for an exceptional inclusive leader who is:

- Experienced in municipal budgeting and financial oversight
- Skilled in team building, conflict management, and strategic leadership
- Committed to community engagement and collaboration

"Lamar, Colorado is Open for Business!" – read on to learn more about this opportunity!

ABOUT THE COMMUNITY

Lamar is a small, close-knit city located on the high plains of southeastern Colorado. Known for its community spirit and exceptional quality of life, Lamar offers a safe and affordable environment ideal for raising a family. Residents enjoy the beauty of wide-open landscapes, stunning sunrises and sunsets, and a rich array of wildlife.

Located at the crossroads of Highways 50 and 287, Lamar is accessible yet peaceful, offering the amenities of an urban area without the stress of crowds or long commutes. The community values its history and is proud of its progressive development while retaining its friendly small-town charm.



POPULATION
~7,700



MEDIAN HOUSEHOLD INCOME
~\$61,122



MEDIAN HOME VALUE
~\$137,100
AVERAGE MONTHLY RENT
~\$750

History



Tourism & Activities



GOVERNANCE & ORGANIZATION

Lamar operates under a Home Rule Municipality system. The Mayor is elected for a two-year term, and the City Council consists of seven members, two from each of the three wards, serving four-year terms.

The City provides a full range of services including:

- Police and Fire/Ambulance
- Utilities
- Parks and Recreation
- Public Library
- Public Works
- Senior Center
- Community Development



EMPLOYEES
164



FISCAL YEAR BUDGET
\$34.9
MILLION

Mission & Vision





ABOUT THE JOB

The City Administrator's Office oversees the daily operations of all city departments and ensures the implementation of policies set by the City Council. The Administrator is a visible leader who facilitates public engagement and guides strategic planning.

Reporting to the City Council, the new City Administrator will:

- Lead strategic initiatives
- Provide executive leadership and oversight for city operations
- Develop and manage the city's \$34.9M annual budget
- Guide infrastructure projects and economic development efforts
- Foster a collaborative, customer-focused organizational culture
- Serve as a liaison with local, state, and federal partners

Full Job Description



KEY PROJECTS FOR 2025

- CREATING MOMENTUM FROM 2025 COMPREHENSIVE PLAN RESULTS
- COMPLETING MAJOR INFRASTRUCTURE PROJECTS
- ADDRESSING HOUSING AVAILABILITY CHALLENGES
- NAVIGATING FINANCIAL CONSTRAINTS AND ENHANCING FISCAL RESILIENCE

'25 Comprehensive Plan





THE IDEAL CANDIDATE

The ideal candidate will have experience in municipal administration, budgeting, and public engagement. They will demonstrate:

- Visionary and ethical leadership
- Excellent interpersonal and communication skills
- Proven ability to collaborate across departments and with stakeholders
- Conflict resolution and team-building expertise

They should be self-motivated, community-focused, and ready to make Lamar their home.

EXPERIENCE & QUALIFICATIONS

Required:

- Bachelor's degree in Public Administration, Business, or related field
- 3–5 years of experience as a City Administrator or Assistant City Administrator
- Experience with budgeting and city management

Preferred:

- Master's degree in Public Administration or related field
- Familiarity with economic development, grant writing, and Colorado municipal law
- Strong understanding of technology and innovation in government



SALARY & BENEFITS

- **Compensation:** \$103,542 – \$148,824 DOE/DOQ
- **Health Benefits:** Medical, Dental, Vision, Life & AD&D, Short/Long-Term Disability, FSA/HSA, EAP, Wellness Program
- **Paid Leave:** 9 Paid Holidays, Sick Leave, Vacation, Funeral Leave
- **Retirement:** City Pension Plan with 9% employer contribution and option to integrate with Social Security
- **Additional Perks:**
 - ♦ City vehicle, cell phone, and laptop
 - ♦ Free access to Lamar Community Building (fitness center, gym, track) and Pool
 - ♦ Up to \$2,500 relocation reimbursement

HOW TO APPLY

Apply Here



For more information on this position, contact:

Larry Gilley, Executive Recruiter

larrygilley@governmentresource.com

325-660-4208

The City of Lamar is an Equal Opportunity Employer and values diversity in its workforce. Finalists will undergo a comprehensive background check.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

03/24/2026

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Coverica, Inc. 5999 Summerside Suite 200 Dallas TX 75252	CONTACT NAME: Emily Wegener PHONE (A/C, No, Ext): (972) 490-8800 FAX (A/C, No): (469) 960-2095 E-MAIL ADDRESS: emily.wegener@coverica.com
INSURED Strategic Government Resources, Inc 18108 County Rd 480 Lindale TX 75771	INSURER(S) AFFORDING COVERAGE INSURER A: Aspen Specialty Insurance Co INSURER B: GEICO Texas County Mutual Insurance Company INSURER C: R-T Specialty, LLC INSURER D: INSURER E: INSURER F:

COVERAGES

CERTIFICATE NUMBER: 26-27 COI

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PRO-JECT ☐ LOC OTHER:			DLY-CPL-SFWAT5F-P0326	03/22/2026	03/22/2027	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
B	AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED AUTOS ONLY ☒ HIRED AUTOS ONLY ☐ SCHEDULED AUTOS ☒ NON-OWNED AUTOS ONLY			9300297384-12	03/22/2026	03/22/2027	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
C	☒ UMBRELLA LIAB ☒ EXCESS LIAB DED RETENTION \$			FSF18780276 001	03/22/2026	03/22/2027	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A				PER STATUTE OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Professional Liability			DLY-CPL-SFWAT5F-P0326	03/22/2026	03/22/2027	General Aggregate \$3,000,000 Each Occurrence \$1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

The General Liability, Professional liability, Auto policy includes a blanket automatic additional insured endorsement that provides additional insured status to the certificate holder only when there is a written contract/written agreement between the named insured and the certificate holder that requires such status. The General Liability, Auto policy includes a blanket automatic waiver of subrogation endorsement that provides this feature only when there is a written contract between the named insured and the certificate holder. The General Liability policy includes an endorsement providing that 30 day+ notice of cancellation [or coverage change] will be furnished to the certificate holder. Notice is sent to certificate holders with mailing addresses on file with the agent or the company. The endorsement does not provide for notice of cancellation to the certificate holder if the named insured requests cancellation. The General Liability and Auto policy contains a special endorsement with "Primary and Noncontributory" wording. Umbrella policy follows forms.

CERTIFICATE HOLDER

CANCELLATION

Strategic Government Resources, INC.
18108 County Rd 480

Lindale

TX 75771

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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ADDITIONAL REMARKS SCHEDULE

AGENCY Coverica, Inc.		NAMED INSURED Strategic Government Resources, INC.
POLICY NUMBER		
CARRIER	NAIC CODE	EFFECTIVE DATE:

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,

FORM NUMBER: 25 FORM TITLE: Certificate of Liability Insurance

General Liability and Auto policy contains a special endorsement with "Primary and Noncontributory" wording. Umbrella policy follows forms.

AGENCY CUSTOMER ID: 00110103

LOC #: _____



ADDITIONAL REMARKS SCHEDULE

Page _____ of _____

AGENCY Coverica, Inc.		NAMED INSURED Strategic Government Resources, INC.
POLICY NUMBER		
CARRIER	NAIC CODE	EFFECTIVE DATE:

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,

FORM NUMBER: 25 FORM TITLE: Certificate of Liability Insurance: Notes

Directors & Officers,/Crime
Policy # J06069344
Carrier: Federal Insurance Company
Effective Dates 12/06/2025-12/06/2026
Limits: \$1,000,000 Aggregate

Cyber Liability, Policy #D95977911
Carrier: ACE American Insurance Company
Effective Dates: 3/22/2026-3/22/2027
Limits: \$1,000,000 Occurrence/\$1,000,000 Aggregate
Deductible: \$2,500



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

06/18/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Trutela Insurance, LLC 8200 Windway Dr Windcrest, TX 78239	CONTACT NAME: Jamie Intriago PHONE (A/C, No, Ext): 210-757-4520 E-MAIL ADDRESS: jamie.intriago@trutela.com FAX (A/C, No): INSURER(S) AFFORDING COVERAGE INSURER A: Chubb Group INSURER B: INSURER C: INSURER D: INSURER E: INSURER F:	NAIC # 10052
INSURED STRATEGIC GOVERNMENT RESOURCES, INC P.O. BOX 1642 KELLER, TX 76244		

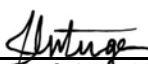
COVERAGES**CERTIFICATE NUMBER: 00103581-0****REVISION NUMBER: 7**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☐ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☐ PRO-JECT ☐ LOC OTHER:						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
	AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB ☐ OCCUR EXCESS LIAB ☐ CLAIMS-MADE DED ☐ RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y / N N	N / A	71840063	04/30/2025	04/30/2026	X PER STATUTE ☐ OTH-ER ☐ E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER**CANCELLATION**

Strategic Government Resources, Inc., DBA SGR 6502 Glen Abbey Abilene, TX 79606	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE  (JAI)
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WAIVER OF OUR RIGHT TO RECOVER FROM OTHERS ENDORSEMENT

We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule. (This agreement applies only to the extent that you perform work under a written contract that requires you to obtain this agreement from us.)

This agreement shall not operate directly or indirectly to benefit anyone not named in the Schedule.

Schedule

Any person or organization against whom you have agreed to waive your right of recovery in a written contract, provided such contract was executed prior to the date of loss.

For policies or exposure in Missouri:

Any person or organization for which the employer has agreed by written contract, executed prior to loss, may execute a waiver of subrogation. However, for purposes of work performed by the employer in Missouri, this waiver of subrogation does not apply to any construction group of classifications as designated by the waiver of right to recover from others (subrogation) rule in our manual.

This endorsement changes the policy to which it is attached and is effective on the date issued unless otherwise stated.
(The information below is required only when this endorsement is issued subsequent to preparation of the policy.)

Endorsement Effective **05-06-25** Policy No. **71840063**
Insured **STRATEGIC GOVERNMENT RESOURCES, INC.**
Insurance Company **Federal Insurance Company**

Endorsement No. **002**
Premium \$ **Incl.**

Countersigned By _____

CALIFORNIA WAIVER OF OUR RIGHT TO RECOVER FROM OTHERS ENDORSEMENT

This endorsement applies only to the insurance provided by the policy because California is shown in Item 3.A. of the Information Page.

We have the right to recover our payments from anyone liable for an injury covered by this policy. We will not enforce our right against the person or organization named in the Schedule, but this waiver applies only with respect to bodily injury arising out of the operations described in the Schedule, where you are required by a written contract to obtain this waiver from us.

You must maintain payroll records accurately segregating the remuneration of your employees while engaged in the work described in the Schedule.

Schedule

1. ☐ Specific Waiver

Name of person or organization

☐ Blanket Waiver

Any person or organization for whom the Named Insured has agreed by written contract to furnish this waiver.

2. Operations:

3. Premium:

The premium charge for this endorsement shall be 1% percent of the California premium developed on payroll in connection with work performed for the above person(s) or organization(s) arising out of the operations described.

4. Minimum Premium:

Authorized Representative

This endorsement changes the policy to which it is attached and is effective on the date issued unless otherwise stated.
(The information below is required only when this endorsement is issued subsequent to preparation of the policy.)

Endorsement Effective **05-06-25** Policy No. **71840063**

Endorsement No. **002**

Insured **STRATEGIC GOVERNMENT RESOURCES, INC.**

Premium \$ **Incl.**

Insurance Company **Federal Insurance Company**

Countersigned By _____

**Agreement for Full Service Executive Recruitment Services
for Town Administrator ("PROJECT")
to Town of Paonia, Colorado ("CLIENT") between
CLIENT and Strategic Government Resources, Inc., DBA SGR ("SGR")**

SGR and CLIENT (together, "Parties") agree as follows, effective upon the date of the later signature below, in consideration of the mutual promises contained in this Agreement and other good and valuable consideration, the sufficiency of which each Party hereby acknowledges.

1. SGR promises and agrees:

- A. To perform the services described in SGR's Proposal for PROJECT dated July 31, 2026 ("PROPOSAL") in response to CLIENT's Request for Proposals 2026-03 for Executive Search Services for the Position of Town Administrator ("RFP"), substantially in the timeframe projected in the PROPOSAL.
- B. To honor the Placement Guarantee stated in the PROPOSAL.
- C. To comply with all applicable open records, public information and similar laws, and consult with CLIENT if SGR is asked for information before disclosure, unless prevented by court order or law from doing so.

2. CLIENT promises and agrees:

- A. To pay SGR promptly as billed or invoiced for such services in accordance with the amounts stated in PROPOSAL, including Reimbursable Expenses and costs of any Supplemental Services or Other Expenses that CLIENT selects. Balances that are unpaid after the payment deadline are subject to a fee of 5% per month or the maximum lawful rate, whichever is less, on the owed amount every month, charged monthly until the balance is paid.
- B. To timely provide photos/graphics and information necessary to develop recruitment brochure, narrow candidate field, and conduct candidate screening and interviews; failure to do so may, in SGR's reasonable discretion, extend timeline and can negatively impact the outcome of the process.
- C. To respond to drafts of documents and reports in a timely manner; failure to do so may, in SGR's reasonable discretion, extend timelines and can negatively impact the outcome of the process.
- D. To refer all prospective applicants to SGR and not to accept applications independently during the recruitment process.
- E. To provide legal opinions to SGR regarding when and if any information relating to the PROJECT must or should be released in accordance with public information laws or legal process.
- F. That if CLIENT receives an open records request related to this PROJECT, CLIENT shall notify and share the request with SGR in writing as soon as possible but within no more than three (3) business days of receipt and that CLIENT shall provide sufficient time for SGR to notify and provide advance notice to the impacted individuals prior to CLIENT releasing the required information with protected information redacted.
- G. To directly reimburse finalists for travel-related expenses relating to in-person interviews.
- H. That CLIENT is ultimately responsible for candidate selections and CLIENT will not discriminate against any candidate on the basis of age, race, creed, color, religion, sex, sexual orientation, national origin, disability, marital status, or any other basis that is prohibited by federal, or applicable state, or local law.

- I. To comply with the Fair Credit Reporting Act.
- J. To cooperate with SGR and not impede SGR from performing its obligations to CLIENT.

3. Additional Terms and Conditions:

- A. The PROPOSAL is incorporated herein for all purposes including all terms defined therein, but if there is any conflict or inconsistency between the terms or conditions of this Agreement, this Agreement controls.
- B. SGR may substitute personnel other than those initially placed, who have substantially equivalent training and experience and subject to approval of CLIENT, due to factors such as SGR employee/consultant turnover, developing needs of the PROJECT, or CLIENT's request.
- C. CLIENT grants SGR permission to use any name, logo, or other identifying mark of CLIENT in SGR's social media content to refer to the relationship established by this agreement.
- D. Remedies
 - i. CLIENT can terminate this agreement at any time for no reason upon giving SGR seven (7) days advance written notice of the termination date. In such an event, SGR shall be compensated for all work satisfactorily performed up to and through the termination date.
 - ii. SGR can terminate this agreement upon seven (7) days advance written notice of the termination date to CLIENT if CLIENT has failed to promptly pay in full any undisputed portion of any bill or invoice (if the dispute is in good faith) or has failed to perform its contractual promises in a manner that materially impedes SGR's ability to successfully perform its obligations, including identifying and attracting qualified candidates. In such an event, SGR shall be compensated for all work satisfactorily performed up to and through the termination date.
- E. CLIENT acknowledges that the nature of executive recruitment is such that SGR engages in discussions with prospects through the process who may or may not ultimately become a candidate, and that SGR is utilizing its proprietary network of relationships to identify and engage prospective candidates, and that premature release of such proprietary information, including names of prospective candidates with whom SGR may be having conversations as part of the recruitment process, may be damaging to the prospects, CLIENT, and SGR. Accordingly, CLIENT acknowledges and, to the extent permitted by law, agrees that all information related to this search is proprietary, and remains the property of and under the exclusive control of SGR, regardless of whether such information has been shared with CLIENT.
- F. There are no third-party beneficiaries to this Agreement.
- G. If any term or condition of this Agreement is invalidated by final judgment of a court of competent jurisdiction or becomes impossible to perform, the Parties will confer about whether to continue performance without amending the Agreement, without prejudice to either Party's right to terminate the Agreement without cause.
- H. This Agreement embodies the complete and final understandings, contract, and agreement between the Parties, superseding any and all prior written or verbal representations, understandings, or agreements pertaining to this PROJECT. This Agreement can be modified only by signed written amendment. Electronic communications purporting to amend this Agreement will be effective only if the electronic communication includes specific reference to this Agreement or PROJECT.
- I. This Agreement will be governed by the substantive laws of the State of Colorado without

regard to the jurisdiction's choice-of-law doctrines. Venue for any litigation relating to this Agreement will be exclusively in Delta County of the State of Colorado.

- J. To the extent it may be permitted to do so by applicable law, CLIENT does hereby agree to defend, hold harmless, and indemnify SGR, and all officers, employees, and contractors of SGR, from any and all demands, claims, suits, actions, judgments, expenses, and attorneys' fees incurred in any legal proceedings brought against them as a result of action taken by SGR, its officers, employees, and contractors, providing the incident(s), which is (are) the basis of any such demand, claim, suit, actions, judgments, expenses, and attorneys' fees, arose or does arise in the future from an act or omission of SGR acting within the course and scope of SGR's engagement with CLIENT; excluding, however, any such demand, claim, suit, action, judgment, expense, and attorneys' fees for those claims or any causes of action where it is determined that SGR committed official misconduct, or committed a willful or wrongful act or omission, or an act or omission constituting gross negligence, or acted in bad faith. In the case of such indemnified demand, claim, suit, action, or judgment, the selection of SGR's legal counsel shall be with the mutual agreement of SGR and CLIENT if such legal counsel is not also CLIENT's legal counsel. A legal defense may be provided through insurance coverage, in which case SGR's right to agree to legal counsel provided will depend on the terms of the applicable insurance contract. The provisions of this paragraph shall survive the termination, expiration, or other end of this agreement and/or SGR's engagement with CLIENT.
- K. Notices related to this Agreement will go to the respective Parties as follows but either Party can change the addressee for notices to that Party by written notice to the other Party.
- i. For the purposes of this Agreement, legal notice shall be required for all matters involving potential termination actions, litigation, indemnification, and unresolved disputes. This does not preclude legal notice for any other actions having a material impact on the Agreement.
 - ii. Any notice required be given by this Agreement shall be deemed to have been given within three (3) days of emailing or depositing in the mail.

Legal Notices:

SGR

Attn: Melissa Valentine, Corporate Secretary

PO Box 1642

Keller, TX 76244

Melissa@GovernmentResource.com

CLIENT

Attn:

Address:

Email:

PROJECT Representative:

SGR

Rebecca L. Fleury

President of Executive Recruitment

RebeccaFleury@GovernmentResource.com

817-337-8581

CLIENT

Name:

Title:

Email:

Phone:

Billing and Invoicing:

SGR

Attn: Finance

Finance@GovernmentResource.com

817-337-8581

CLIENT

Name:

Title:

Email:

Phone:

- L. Unless sooner terminated, this Agreement shall terminate at such time as the PROJECT is completed and the requirements of this Agreement are satisfied, except that duties of payment, information disclosure, placement guarantee, and any representations and warranties survive this Agreement.
- M. The Parties and each individual who executes this Agreement on behalf of a Party represent and warrant to the other Party that as to each Party's respective signatory, that signatory is authorized by their Party to execute this Agreement and to bind their Party hereto.
- N. Time is of the essence to this Agreement.
- O. This Agreement may be executed in counterparts which together will comprise the Agreement.
- P. This Agreement is subject to appropriation of funds by CLIENT.

SGR

CLIENT

Signature

Printed Name:

Title:

Date:

Signature

Printed Name:

Title:

Date: