

City of Crest Hill, Illinois Request for Proposal City Administrator Recruitment & Selection

November 15, 2023



630 Dundee Road
Suite 225
Northbrook, IL 60062

Primary Contact Person:

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Firm Profile

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



GovHR has 21 full-time and 8 permanent part-time employees including 6 full-time recruiters and 26 additional project consultants. Our employees and project consultants are located across the country, giving us a national presence. Additionally, GovTempsUSA, GovHR's subsidiary, provides interim staffing solutions to keep operations moving during the recruitment process.

Our consultants are experienced executive recruiters who have conducted over 1,000 recruitments, working with cities, counties, special districts, and other governmental entities of all sizes throughout the country. In addition, we have held leadership positions within local government, giving us an understanding of the complexities and challenges facing today's public sector leaders.

Our Leadership



Heidi Voorhees
President

847-380-3240

HVoorhees@GovHRusa.com

Ms. Voorhees has conducted more than 400 recruitments in her management consulting career, with many of her clients being repeat clients, attesting to the high quality of work performed for them. In addition to her 17 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service, including ten years as Village Manager for the Village of Wilmette, Illinois.



Joellen Cademartori
Chief Executive Officer

847-380-3238

JCademartori@GovHRusa.com

Ms. Cademartori is a seasoned manager, with expertise in public sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Cademartori has worked in forms of government ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services.

Why Choose GovHR?

Unparalleled Expertise and Level of Service: We are a leader in the field of local government recruitment and selection with experience in **44 states**, in communities ranging in population from 1,000 to 3,000,000. Since our establishment in 2009, more than 40% of our clients are repeat clients showing a high level of satisfaction with our work. We encourage you to call any of our previous clients. Surveys of our clients show that 94% rate their overall experience with our firm as **Outstanding** and indicate that they plan to use our services or highly recommend us in the future.

Delivering the Best: We conduct comprehensive **due diligence** on candidates. Our state-of-the-art process, includes extensive use of **social media** for candidate outreach and video interviews with potential finalist candidates, ensure a successful recruitment for your organization. Our high quality, thorough Recruitment Brochure reflects the knowledge we will have about your community and your organization and will provide important information to potential candidates. Additionally, before we recommend a candidate to you, we will have interviewed them via video, conducted reference calls, and news media and social media searches. Our knowledge of local government ensures that we can ask probing questions that will verify their expertise.

A Partner from Start to Finish: We are your partners in this important process. You are welcome to review all the resumes we receive, and we will share our honest assessment of the candidates. Our goal is your **complete satisfaction**. We can strategize with you on a variety of approaches for meeting your recruiting needs, including evaluation of internal candidates, identification of non-traditional candidates who meet your recruitment requirements, succession planning and mentoring options. We are committed to working with you until you find the candidate that is the best fit for your position.

Services for Any Budget and Any Search: We strive to meet the specific needs of our clients. We offer several options for recruitment services to meet your needs and your budget. Our services range from Full Executive Recruitments to Virtual Recruitments and even simply Professional Outreach for those who want to reach a broader network. In the following proposal, we have provided the scope we believe that best fits your needs. However, you may find all our services [here on our website](#).

Our Team

GovHR employs a team of professionals with backgrounds in local government and the not-for-profit sector. With your staff needs in mind and due to the significance of this recruitment, we have assigned our highly knowledgeable and experienced Vice President Jim Arndt. He will act as your project manager and primary point of contact for this project. He will be responsible for your recruitment and selection process. His full biography can be found as part of the Appendix and his client list is available on our website.

Project Manager & Main Point of Contact



James Arndt
Vice President
217-500-0770
JArndt@GovHRusa.com

Proposal Inquiries



Laurie Pederson
Client Services & Administrative Director
847-380-3198
LPederson@GovHRusa.com

Project Approach and Methodology

A typical recruitment and selection process takes approximately 175 hours to conduct. At least 50 hours of this time is administrative, including advertisement placement, reference interviews, and due diligence on candidates. We believe our experience and ability to professionally administer your recruitment will provide you with a diverse pool of highly qualified candidates for your position search. GovHR clients are informed of the progress of their recruitment throughout the entire process. We are always available by mobile phone or email should you have a question or need information about the recruitment.

Phase I: Position Assessment, Position Announcement & Brochure

GovHR treats each executive recruitment as a transparent partnership with our client. We believe in engaging with stakeholders early in each recruitment process to fully understand the challenges and opportunities inherent in the position. Understanding the organizational culture is critical to a successful recruitment. We gain this insight and information through meetings (one on one and small groups), surveys and a review of relevant information. This information is reflected in a polished marketing piece that showcases the organization and the area it serves.

Information Gathering:

- One-on-one or group interviews with stakeholders identified by the client.
- GovHR can establish a dedicated email address for feedback from stakeholders or the community.
- Community forums (In-person or via video) can be used to gather input and feedback.
- Surveys can be used for department personnel and/or the community to gather feedback.
- Conversations/interviews with department heads.

A combination of the above items can be used to fully understand community and organizational needs and expectations for the position (this proposal includes 12 hours of meetings – additional meetings can be added for a fee of \$150/hour plus actual expenses if incurred. Dedicated email address and one organizational survey are included. Community Survey can be conducted for \$2,500. Community Forums can be conducted as an optional service.

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

Development of a thorough **Recruitment Brochure** for client review and approval.

Agreement on a detailed **Recruitment Timetable** – a typical recruitment takes between 90 to 120 days from the time you sign the contract to appointment of the finalist candidate.

Phase II: Advertising, Candidate Recruitment & Outreach

We make extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. In addition, our website is well known in the local government industry – we typically have 14,000+ visits monthly to our website and career center. Additionally, our weekly jobs listings are sent to over 7,000 subscribers.

Phase II will include the following:

- GovHR consultants will personally identify and contact potential candidates.
- Develop a database of potential candidates from across the country unique to the position and to the Client, focusing on:

- Leadership and management skills
- Size of organization
- Experience in addressing challenges and opportunities also outlined in Phase I
- The database will range from several hundred to thousands of names and an email blast will be sent to each potential candidate.
- Placement of the Position Announcement in appropriate professional online publications:
 - Public sector publications & websites (approximately 20 online sources)
 - Social media: LinkedIn (over 20,000 connections), Facebook, Instagram and Twitter
 - GovHR will provide you with a list of advertising options for approval

Phase III: Candidate Evaluation & Screening

Phase III will include the following steps:

- Review and evaluation of candidates' credentials considering the criteria outlined in the Recruitment Brochure
- Candidates will be narrowed down to those candidates that meet the qualification criteria
- Candidate evaluation process:
 - Completion of a questionnaire explaining prior work experience
 - Live Video Interview (45 minutes to 1 hour) conducted by consultant with each finalist candidate
 - References provided by the candidate are contacted
 - Internet/Social Media search conducted on each finalist candidate

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

Phase IV: Presentation of Recommended Candidates

Phase IV will include the following steps:

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

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

Phase V: Interviewing Process & Background Screening

Phase V will include the following steps:

GovHR will:

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

- Provide you with an electronic file that includes:
 - Candidates' credentials
 - Set of questions with room for interviewers to make notes
 - Evaluation sheets to assist interviewers in assessing the candidate's skills and abilities

Background screening will be conducted along with additional references contacted:

GovHR USA Background Screening	
✓ Social Security Trace & Verification	✓ County/Statewide Criminal
✓ U.S. Federal Criminal Search	✓ Civil Search
✓ Enhanced Verified National Criminal	✓ Bankruptcy, Leans and Judgements
- National Sex Offender Registry	✓ Motor Vehicle Record
- Most Wanted Lists FBI, DEA, ATF, Interpol	✓ Education Verification – All Degrees Earned
- OFAC Terrorist Database Search	Optional: Credit Report – Transunion with score (based on position and state laws)
- OIG, GSA, SAM, FDA	Optional:
- All felonies and misdemeanors reported to the National Database	Professional License Verification
	Drug Screen
	Employment Verification

GovHR will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations. GovHR consultants will be present for all the interviews, serving as a resource and facilitator.

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

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

- Tour of Client facilities
- Interviews with senior staff

Phase VI: Appointment of Candidate

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

Project Timeline

Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week
1	2	3	4	5	6	7	8	9	10	11	12	13	14
Phase I		Phase II				Phase III			Phase IV	Phase V		Phase VI	

Weeks 1 & 2	Phase 1: Interviews & Brochure Development
Weeks 3 thru 6	Phase 2: Advertising, Candidate Recruitment & Outreach
Weeks 7 thru 9	Phase 3: Candidate Evaluation & Background Screening
Week 10	Phase 4: Presentation of Recommended Candidates
Week 11 & 12	Phase 5: Interview Process & Additional Background Screening
Weeks 13 & 14	Phase 6: Appointment of Candidate

Commitment to Diversity, Equity & Inclusion in Recruitments

GovHR has a long-standing commitment to Equity, Diversity and Inclusion in all of our recruitment and selection processes. Since our firm's inception we have supported, with our time and financial resources, organizations that advance women and other underrepresented minorities in local government. These include the National Forum for Black Public Administrators, the Local Government Hispanic Network, The League of Women in Government and CivicPride.

GovHR Team Members have moderated and spoken on DEI initiatives at the International City and County Management Association conference and state conferences in Illinois, Michigan, Wisconsin, and North Carolina. Our employees and consultants have undergone Implicit Bias Training and we are frequent speakers on incorporating DEI values into recruitment and selection processes. We have a list of DEI resources on the front page of our website (<https://www.govhrusa.com/diversity-equity-and-inclusion-resources/>) that can be accessed by anyone who visits our website.

GovHR has formally partnered with the National Forum for Black Public Administrators' consulting arm, i4x, in several recruitment and selection processes throughout the country including Toledo, OH, Fort Collins, CO, Ann Arbor, MI, Oakland, MI and Arlington, TX. Our partnership reflects our mutual commitment to advancing DEI values and increasing the diversity of local government leaders at the highest levels of local government organizations.

Recruiting in Today's Candidate Market

The GovHR team is aware of the lasting impact that the Great Resignation has had on nearly all local government positions. Data shows annual quit rates have been at record highs the past two years. Additionally, there is a growing trend of public workers accelerating retirement plans, a drastic change from when workers were *postponing* retirement.

Our team of consultants work diligently to ensure the success of each recruitment and will be transparent upfront and throughout the process regarding any obstacles or delays they anticipate. Despite these challenging times, we have still seen a tremendous amount of success in our recruitments largely due to our consultants' outreach methods and our team's marketing strategies.

GovHR's RECOMMENDATIONS TO RECRUIT AND RETAIN TOP TALENT

Responsive: Roll out the Welcome Mat! Candidates may struggle with relocating for a new position as well as be concerned about the "fit" with a new team. It is important to include costs for your top candidate(s) to travel to your location for the final interview process. Our team will work with you to create a welcoming, informative experience for both you and the candidate(s).

Encouraging: Employee development is a must-have in today's market. Candidates appreciate their employer investing in them as much as they are investing themselves in the job. Consider "up and coming" candidates who may lack one or two preferred skills and assign a mentor or invest in a course to encourage their professional development. A mentor/training program will also help establish a peer-to-peer connection and make them feel more comfortable about the transition to a new job.

Competitive: Our team will guide you in offering a competitive market rate compensation and competitive benefits package attractive to today's candidates. Competitive employers must include relocation expenses and should consider signing bonuses and temporary housing.

Resourceful: Review your job description – do you need public sector experience? Are the years' experience you list essential, or can that be preferred? Consider a more resourceful approach when reviewing candidates' experience. Carefully consider requirements such as CPA, Professional Engineer and others that will limit your talent pool – consider using the word "ideally" or "preferably."

Understanding: These past few years have, without a doubt, changed the work environment. Competitive employers have recognized this and are offering flexible/hybrid/remote work options. Those positions that offer this type of flexibility consistently receive a better candidate response rate.

Innovative: Think about what is unique and attractive about your community and organization and highlight that in your recruitment efforts. Talk about organizational culture and what your values are with respect to your employees. GovHR will assist you in being as innovative as possible in your outreach.

Transparent: Some states now mandate listing salary ranges in any job advertisements or postings. More and more companies are now showing at least a salary range in their postings to promote pay transparency and equity. Post the salary range you will use for hiring – it is public information if we make it too difficult for candidates to find out the salary, they will move on to the next opportunity.

Full Scope Recruitment – Price Proposal

Summary of Costs: Full Scope	Price
Recruitment Fee: (includes \$1,000 Repeat Client Discount)	\$19,500
Recruitment Expenses: (not to exceed) ➤ Expenses include candidate due diligence efforts	\$1,500
Advertising: <i>*Advertising costs over \$2,500 will be placed only with client approval. If less than \$2,500, Client is billed only for actual cost.</i>	\$2,500*
Total: \$23,500**	

**Consultant travel expenses are not included in the price proposal. If the consultant is requested to travel to the client, travel costs will be estimated at time of request. Only actual expenses will be billed to the client for reimbursement to GovHR.

Possible in-person meetings could include:

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

Any additional consultant visits requested by the Client (beyond the three visits listed above) will be billed at \$150/hour. The additional visits may also result in an increase in the travel expenses and those expenses will be billed to the client.

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

Payment for Fees & Services

Professional fees and expenses will be invoiced as follows:

1st Invoice upon acceptance of proposal: 40% of the Recruitment Fee

2nd Invoice upon recommendation of candidates: 40% of the Recruitment Fee & expenses incurred to date

Final Invoice upon completion: 20% of the Recruitment Fee plus all remaining expenses

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

Contract Signature Page

We believe we have provided you with a comprehensive proposal; however, if you would like a service that you do not see in our proposal, please let us know. We can most likely accommodate your request.

This proposal will remain in effect for a period of six months from the date of the proposal. We look forward to working with you on this recruitment and selection process!

City of Crest Hill, Illinois agrees to retain GovHR USA, LLC ("GovHR") to conduct a City Administrator Recruitment in accordance with its proposal dated November 15, 2023. The terms of the proposal are incorporated herein and shall become a part of this contract.

ACCEPTED:

City of Crest Hill, Illinois

By: _____

Title: _____

Date: _____

Billing Contact: _____

Billing Contact Email: _____

GovHR USA, LLC

By: _____

Title: _____

Date: _____

Optional Services

GovTemps USA

Need an Interim? GovTempsUSA, a subsidiary of GovHR USA, specializes in the temporary placement of positions in local government. The firm offers short-term assignments, in addition to long-term and outsourced arrangements. Our placement professionals at GovTempsUSA have typically enjoyed distinguished careers in local government and displayed a commitment to public service throughout their career.

Recorded One-Way Video Interview of Candidates

Candidates we recommend for your consideration can complete a one-way video interview with 3 to 5 questions that will be recorded and which you can review electronically at your convenience. This can occur prior to making your decision on which candidates to invite for an interview. Cost \$100 per candidate.

Leadership/Personality Testing

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

360° Evaluation

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



JAMES "JIM" ARNDT



James "Jim" Arndt is a Vice President with GovHR USA. Jim has over 23 years of experience in local government. Arndt has direct executive level experience in municipal finance, budgeting, human resources, executive level recruitments, collective bargaining, compensation and compression studies, succession planning, reinventing organizations, strategic planning, priority setting, City Council Retreats, Leadership Team Retreats, and City Council Orientations and Training.

James "Jim" Arndt has served in local government for more than 23 years. Jim recently served as the City Manager for Paducah Kentucky. Prior to becoming Paducah's City Manager, he served eight years as the City Administrator of Effingham, Illinois. He also has been the Administrator for the City of St. Clair, Missouri and the Village of Union City, Ohio. Before entering the realm of city management, Arndt served six years as a police officer in Mattoon, IL.

Arndt is a military veteran, serving three years in the United States Army. During his military career, Arndt spent time in Germany, North Carolina, Georgia, and South Carolina.

Arndt holds a Master of Arts Degree in Political Science concentrating in public administration and public policy and a bachelor's degree in General Studies, both from Eastern Illinois University. Arndt holds an associate degree in Applied Science in Law Enforcement from Lake Land Community College. He is an International City/County Management Association Credentialed City Manager (ICMA-CM) and a graduate of the University of Missouri Leadership Academy and the Midwest Leadership Institute.

Arndt currently serves on the Midwest Leadership Institute Advisory Committee and previously served as the Illinois City and County Managers Association Downstate President, the Chairperson for the Illinois Municipal League City Manager's Committee, and the Eastern Illinois University Graduate School Alumni Advisory Committee.

PROFESSIONAL EDUCATION

- Master of Arts in Political Science, Eastern Illinois University
- Bachelor of Arts in General Studies, Eastern Illinois University
- Associates in Applied Science in Law Enforcement, Lake Land Community College

AWARDS

- Duke of Paducah, Kentucky
- International City/County Management Association, Credentialed Manager
- Best City Manager in the World Trophy from Paducah, Kentucky
- Distinguished Graduate Student Alumni Award from Eastern Illinois University
- Plaque of Recognition from Union City, Ohio
- Plaque of Recognition from Paducah, Kentucky
- Illinois City/County Management Association Lifesaver Award

MEMBERSHIPS AND AFFILIATIONS

- International City/County Management Association
- Midwest Leadership Institute Advisory Committee Member
- Former Illinois City/County Management Association Downstate President
- Former Effingham Sunrise Rotary President Elect
- Former Illinois Municipal League City Manager's Committee Chairman
- Former Eastern Illinois University Graduate School Alumni Advisory Committee Member

PROFESSIONAL BACKGROUND

Over 23 Years of Local Government Experience

- | | |
|---|-------------|
| • City Manager, Paducah, KY | 2018 - 2021 |
| • City Administrator, Effingham, IL | 2010 - 2018 |
| • City Administrator, St. Clair, MO | 2007 - 2010 |
| • Village Administrator, Union City, OH | 2004 - 2007 |
| • Police Officer, Mattoon, IL | 1998 - 2004 |





City/County Management 2016 to Present

State	Client	Position Title	Year	Population
Alaska	Bethel	City Manager	2019	6,500
	Bethel	City Manager	2023	6,500
	Homer	City Manager (Professional Outreach)	2019	5,300
	Seward	City Manager	2019	2,693
	Unalaska	City Manager	2017	4,768
Arizona	Buckeye	City Manager	2021	69,744
Colorado	Adams County	County Manager	2022	519,572
	Eagle	Town Manager	2017	6,739
	Englewood	City Manager	2019	34,957
Connecticut	Larimer County	County Manager	2022	359,066
	Cheshire	Town Manager	2017	29,261
	East Hampton	Town Manager	2019	13,000
	Enfield	Town Manager	2018	45,246
	Enfield	Town Manager	2022	45,246
	Manchester	General Manager	2021	59,710
	Meriden	City Manager	2018	60,838
Delaware	Simsbury	Town Manager	2023	25,517
	Newark	City Manager	2018	33,398
Florida	Lakeland	City Manager	2020	110,000
	Pasco County	County Administrator	2016	475,502
	Pinellas County	Assistant County Administrator	2020	970,600
	Pinellas County	Deputy County Administrator/Chief of Staff	2019	970,600
	Ponce Inlet	Town Manager	2022	3,411
	St. John's County	County Administrator	2023	292,466
	Walton County	County Administrator	2023	75,305
	Albany	City Manager	2021	77,434
Georgia	Decatur	City Manager	2018	25,000
	Barrington	Village Manager	2018	10,455
Illinois	Bloomington	City Manager	2018	78,005
	Centralia	City Manager	2020	13,000
	Crest Hill	City Administrator	2021	21,169
	Decatur	City Manager	2018	76,178
	Decatur	Deputy City Manager	2019	76,178
	DeKalb	City Manager	2018	43,849
	East Moline	City Administrator	2016	21,300
	East Peoria	City Administrator	2016	23,503
	Effingham	City Administrator	2018	12,577
	Forsyth	Village Administrator	2021	3,490
	Fox Lake	Village Administrator	2021	10,550
	Freeport	City Manager	2017	25,000

Galesburg	City Manager	2022	33,706
Galesburg	City Manager	2023	33,706
Geneseo	City Administrator (Virtual)	2019	6,500
Greenville	City Manager	2021	7,000
Joliet	City Manager	2017	147,500
La Grange	Village Manager	2022	15,610
La Grange	Village Manager	2017	15,610
Lake Barrington	Village Administrator	2022	4,879
Lake County	Assistant County Administrator	2016	703,462
Lake County	Assistant County Administrator	2017	703,462
Lake County	County Administrator	2019	703,462
Lake Forest	City Manager	2018	19,375
Libertyville	Village Manager	2016	20,431
Lindenhurst	Village Administrator	2017	14,468
McHenry	City Administrator	2023	27,135
Moline	City Administrator	2017	43,100
Mundelein	Village Administrator	2020	31,385
Niles	Village Manager	2021	30,001
Normal	City Manager	2017	54,264
North Chicago	Chief of Staff	2021	30,020
Northbrook	Village Manager	2021	35,000
Oak Brook	Village Manager	2021	8,058
Oak Park	Village Manager	2021	52,000
Oak Park Township	Township Manager	2023	51,774
Orland Park	Village Manager	2016	60,000
Orland Park	Village Manager	2019	60,000
Palos Heights	City Administrator (Virtual)	2021	12,480
Pekin	City Manager	2016	33,223
Pingree Grove	Village Manager	2020	10,000
Pingree Grove	Village Manager	2023	10,000
Plainfield	Village Administrator	2021	41,734
Princeton	City Manager	2019	7,700
River Forest	Village Administrator	2021	11,635
Rock Island	City Manager	2021	39,684
Rock Island County	County Administrator	2017	147,258
Savoy	Village Administrator (Virtual)	2020	8,607
Schaumburg Township	Township Administrator (Virtual)	2021	140,000
Shorewood	Village Administrator	2018	17,495
Sycamore	City Manager (Professional Outreach)	2021	18,557
Tazewell County	County Administrator	2022	135,394
Vernon Hills	Village Manager	2021	25,911
Villa Park	Village Manager	2022	22,038
Washington	City Administrator	2021	15,700
Wauconda	Village Administrator	2017	14,125
Wauconda	Village Administrator	2021	14,125
Willowbrook	Village Administrator	2019	8,967
Winnebago County	County Administrator	2016	290,600
Woodridge	Village Administrator	2017	33,256

Indiana	St. John	Town Manager (Professional Outreach)	2020	18,047
Iowa	Bondurant	City Administrator	2017	5,493
	Indianola	City Manager	2022	15,833
	Knoxville	City Manager	2021	7,300
	Muscatine	City Administrator	2020	23,819
	Newton	City Administrator	2016	15,000
	Webster City	City Manager	2016	8,000
	Windsor Heights	City Administrator	2023	4,860
	Windsor Heights	City Administrator	2019	4,860
Kansas	Wyandotte County	County Administrator	2022	169,245
Kentucky	Paducah	City Manager	2021	24,850
	Paris	City Manager	2021	9,846
Maine	Bangor	City Manager	2021	33,039
Maryland	Greenbelt	City Manager	2016	23,753
	Sykesville	Town Manager	2019	3,941
	Westminster	City Administrator	2021	18,522
Massachusetts	Cambridge	City Manager	2016	110,000
	Eastham	Town Administrator	2016	4,956
	Wayland	Town Manager	2022	13,882
	Williamstown	Town Manager	2021	8,400
Michigan	Adrian	City Administrator	2018	20,676
	Adrian	City Administrator	2020	20,676
	Albany	City Manager	2018	8,337
	Charlotte	City Manager	2020	9,100
	Clawson	City Manager	2021	11,946
	Eastpointe	City Manager	2019	32,673
	Ferndale	City Manager	2019	20,428
	Grand Traverse County	County Administrator	2017	90,782
	Hamtramck	City Manager	2017	21,752
	Kalamazoo County	County Administrator	2022	265,066
	Kent County	County Administrator/Comptroller	2017	636,369
	Lincoln Park	City Manager	2019	36,665
	Oakland Township	Township Manager	2018	19,132
	Ottawa County	County Administrator	2021	296,200
	Rochester	City Manager	2022	13,017
	Royal Oak	City Manager	2020	59,112
	Troy	City Manager	2018	83,181
Minnesota	Becker	City Administrator	2021	4,874
	Fairmont	City Administrator	2023	10,477
	Hibbing	City Administrator	2021	15,855
	Lindström	City Administrator	2023	4,888
	Minnnetonka	City Manager	2022	53,953
	Scandia	City Administrator	2023	4,149
	St. Joseph	City Administrator	2022	7,342
	St. Louis Park	City Manager	2021	48,662
	Waconia	City Administrator	2021	13,500
Missouri	Ballwin	City Administrator	2020	30,181
	Cape Girardeau	City Manager	2020	38,000

	Republic	City Administrator	2016	15,590
	South Lyon	City Manager	2018	11,327
	University City	City Manager	2017	35,172
	Warrensburg	City Manager	2021	20,200
	Webster Groves	City Manager	2020	22,800
	Wildwood	City Manager	2019	35,524
Nebraska	Nebraska City	City Administrator	2022	7,200
Nevada	Boulder City	City Manager	2021	16,207
New Hampshire	Portsmouth	City Manager	2019	21,796
New York	Mamaroneck (Town)	Town Administrator	2021	29,156
	Mamaroneck (Village)	Village Manager	2018	19,426
	New Rochelle	City Manager	2022	79,067
	Scarsdale	Village Manager	2021	17,837
North Carolina	Ayden	Town Manager	2023	5,000
	Cumberland County	County Manager	2022	336,000
North Dakota	Minot	City Manager	2020	45,700
Ohio	Oberlin	City Manager	2016	8,390
Pennsylvania	Centre County	County Administrator	2022	158,172
	Ferguson Township	Township Manager	2017	18,300
	Ferguson Township	Township Manager	2022	18,300
	Patton Township	Township Manager	2022	15,801
	South Fayette Township	Township Manager	2018	14,416
South Carolina	Beaufort County	County Administrator	2018	192,122
Tennessee	Oak Ridge	City Manager	2023	31,402
Texas	Burleson	City Manager	2018	43,960
	Missouri City	City Manager	2022	74,139
Vermont	Winooski	City Manager	2022	7,997
Virginia	Chesapeake	City Manager	2019	245,000
	Newport News	City Manager	2023	181,958
	Portsmouth	City Manager	2020	96,000
	Salem	City Manager	2019	25,643
	Virginia Beach	City Manager	2019	442,707
Washington	Burien	City Manager	2022	52,066
	Duvall	City Administrator (Professional Outreach)	2021	8,090
West Virginia	Bridgeport	City Manager	2019	8,582
	Bridgeport	City Manager	2021	8,582
	Morgantown	City Manager	2016	31,000
Wisconsin	Adams County	County Manager/Administrative Coordinator	2021	20,220
	Baraboo	City Administrator	2019	12,048
	Beaver Dam	City Administrator	2021	16,291
	Bellevue	Village Administrator	2018	15,524
	Beloit (Town)	Town Administrator	2016	7,083
	Beloit (Town)	Town Administrator	2020	7,083
	Dunn County	County Manager	2016	44,806
	Franklin	Director of Administration	2019	36,155
	Glendale	City Administrator	2016	12,920
	Harrison	Village Manager	2021	13,185
	Hobart	Village Administrator	2016	8,500

Monroe	City Administrator	2020	10,827
Oak Creek	City Administrator	2016	35,243
Plymouth	City Administrator/Utilities Manager	2020	8,540
Prairie du Chien	City Administrator	2017	5,900
Rhinelanders	City Administrator	2018	7,800
Rome	Town Administrator	2016	2,720
Sheboygan	City Administrator	2023	48,327
Sheboygan County	County Administrator	2022	118,034
Shorewood	Village Manager	2017	13,331
Waukesha	City Administrator	2023	71,158
West Bend	City Administrator	2016	31,000
Whitewater	City Manager	2022	14,300