

Mayor

Alice Ruby

Acting City Manager

Jack Savo Jr.



Dillingham City Council

Triston Chaney

Jean Barrett

Steven Carriere

Curt Armstrong

Kaleb Westfall

Kevin McCambly

Request for Proposals for Recruiting Executive Search Services - RFP 2025-03

Issue Date: October 23, 2025

Deadline Date: November 13, 5 P.M. AKST

The City of Dillingham, Alaska, is soliciting proposals to select a qualified firm or individual to provide recruiting and executive search services (hereafter "Consultant") for the City of Dillingham (hereafter "City") to assist in identifying and hiring a qualified candidate for the position of City Manager. The selected firm or individual will enter into a term contract for a period of 6 months with an option for an additional extension based upon a satisfactory review by the Mayor and City Council of services provided. The contract will also include a termination clause by either party with a 15-day notice. This RFP can also be found on the City's website at www.dillinghamak.us under the "Bids and RFPs" tab.

Inquiries and proposals should be directed to:

Mayor
City of Dillingham
PO Box 889
Dillingham, AK 99576
(907) 842-5148
assistant@dillinghamak.us

An electronic copy of the proposal shall be emailed to the office of the Mayor no later than

November 13, 2025 by 5:00 PM AKST at the email address noted above.

About Dillingham, Alaska:

The City of Dillingham is a First-Class City and has a Council/Manager form of government. The City is located approximately 350 miles southwest of Anchorage, set against a backdrop of Wood River Mountains. The City is home to about 2,300 residents and covers an area of about 36 square miles. The community is largely Yupik Eskimo and the hub of the surrounding Bristol Bay region, as well as being the gateway to Wood Tikchik State Park, the largest State Park in the nation. Many people look to, and rely on, Dillingham for freight, transportation, health, and visitor services.

The City requires the services of a professional recruiting and executive search firm to assist in identifying and hiring a qualified candidate for the position of City Manager. The Consultant will provide professional advice to the Mayor and City Council regarding recruitment strategies, candidate evaluation, and hiring processes.

Scope of Work:

The Consultant will work directly with the Mayor and City Council to identify, recruit, and evaluate candidates for the City Manager position.

In this regard, the Consultant shall:

- A. Receive guidelines for recruitment efforts from the City Council through the Mayor and work within such guidelines to identify, evaluate, and recommend candidates for City Manager. Modifications to these guidelines may be made from time to time by the City.
- B. Communicate with the City Council through the Mayor for the purpose of acquiring necessary available information, job descriptions, qualifications, and other relevant materials to support the recruitment process.
- C. Develop and execute a recruitment strategy, including advertising, outreach, and networking to attract qualified candidates.
- D. Conduct initial screening and evaluation of candidates, including interviews, reference checks, and background checks as required.
- E. Provide recommendations and reports to the Mayor and City Council regarding the most qualified candidates for each position.

The Consultant shall provide regular updates and professional advice to the City Council through the Mayor regarding the recruitment process. In this regard, the Consultant shall:

- A. Maintain regular contact with the City Council through the Mayor on the status of recruitment efforts and provide updates on candidate pools, interviews, and evaluations.
- B. Provide written monthly reports to the Mayor, and such reports shall include, but shall not be limited to, progress made on recruitment efforts, candidate evaluations, and any anticipated problem areas of which the Consultant becomes aware.
- C. Travel to Dillingham to meet with the Mayor and City Council for an initial consultation and thereafter as required by the firm selected or the City Council.
- D. Exercise best professional judgment in all matters relating to work for the City of Dillingham and immediately report any position or action taken which involves an area of uncertainty or controversy to the Mayor.

Required Proposal Content:

Proposals must include:

- Transmittal Letter
- Proposed Process and Experience in recruiting and executive search services
- Proposed Rates and Fee Structure
- Minimum of three (3) professional references
- Ability to provide applicable insurance coverage

Submittal Requirements and Information:

To be considered, all proposals must be delivered to the email address below, on or before the deadline.

Email proposals must be sent to: assistant@dillinghamak.us

Title of the email must be: **RFP-2025-03 PROPOSAL FOR EXECUTIVE SEARCH SERVICES**

Deadline: All proposals must be received no later than November 13th, 2025 by 5 P.M AKST.

Delivery instructions –emailed electronic copy to:

Email proposals must be sent to: assistant@dillinghamak.us

Title of the email must be: RFP-2025-03 PROPOSAL FOR EXECUTIVE SEARCH SERVICES

Mayor
City of Dillingham
PO Box 889
Dillingham, AK 99576
(907) 842-5148
assistant@dillinghamak.us

Email proposals will be recorded as received based on the date and time stamp on the email when it is received by the City.

No exceptions will be made concerning the deadline.

The City of Dillingham reserves the right to reject or accept any or all bids, to waive irregularities or informalities in the proposal, and to give particular attention to the qualifications of the proposer.

The City reserves the right to revise or clarify the RFP, respond to questions, and/or extend or shorten the due date of proposals.

The City retains the right to cancel the RFP process if it is in their best interest. Any cost incurred by proposers for the preparation and submittal of the proposal is the sole responsibility of the proposer. A proposal may be corrected or withdrawn by a written request received prior to the deadline for receipt of proposals.

All proposals and other material submitted become City property and will not be returned.

The City assumes no responsibility or liability for the transmission, delay, or delivery of proposals by either public or private carriers.

Any and all media announcements pertaining to this RFP require the City's prior written approval.

This RFP does not obligate the City or the selected proposer until a contract is signed and approved by all parties.

Evaluation and Selection Criteria:

EVALUATION CRITERIA	RELATIVE WEIGHT
-Transmittal Letter	10%
-References	10%
-Proposed Rates and Fee Structure	20%
-Qualifications and Experience	40%
-Overall Quality of Proposal	20%

The evaluation committee appointed by the Mayor will review the submittals.

A person(s) designated by the Mayor will conduct reference checks.

Based on the committee evaluation, the City may select a short list of up to three individuals or firms for more in-depth evaluation or interviews.

The evaluation committee will recommend one finalist to the City Council for final contract award.

The City intends to award a contract, subject to negotiation of a satisfactory agreement based on a contract form provided by the City, to the individual or firm which, in the City Council's sole judgment, is best suited to perform the services required.

CALIFORNIA
TEXAS
COLORADO
OHIO

CPS HR  CONSULTING
Your Trusted HR Advisor For 40 Years



PROPOSAL

City of Dillingham

Executive Search Services for City Manager

Due Date: November 13, 2025

5:00 P.M. AKST

Submitted by:

Melissa Asher

Chief of Client Services

CPS HR Consulting, 2450 Del Paso Road, Suite 220, Sacramento, CA 95834

P: (916) 471-3358, masher@cpshr.us

Tax ID: 68-0067209

www.cpshr.us

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Transmittal Letter

November 13, 2025

Alice Ruby, Mayor
City of Dillingham
PO Box 889
Dillingham, AK 99576

Submitted via email to: assistant@dillinghamak.us

Subject: RFP-2025-03 PROPOSAL FOR EXECUTIVE SEARCH SERVICES

Dear Mayor Ruby and City Council:

CPS HR Consulting (CPS HR) is pleased to have the opportunity to submit a proposal to assist the City of Dillingham (City) with the recruitment of a new City Manager. We are uniquely qualified to undertake this effort as we have vast experience in assisting public agencies with executive search, screening, and placement. We have 40 years of experience providing human resources services to state and local government agencies and non-profit organizations, and over 20 years of experience placing top executives in public agencies throughout the United States.

We understand that each agency is unique, and our extensive experience allows us to tailor our process to specifically meet your needs. Our work with local government agencies throughout the United States gives us an in-depth understanding of government operations, programs, and services.

CPS HR offers a broad spectrum of human resource services while delivering personalized, results-oriented services, utilizing best practice methods of recruitment and selection strategies from our team of recruitment experts. Each recruitment is an opportunity to shape and prepare your organization for the future. We understand how important this transition is for you and are perfectly placed to assist you in this endeavor. Once this project begins, we will work with the City to tailor our process to highlight this exciting opportunity and attract the best possible candidates.

It is our commitment to work in partnership with your organization to a successful result. Thank you for the opportunity to be considered for this assignment. Should you have questions or comments about the information presented in this proposal, **please do not hesitate to contact me at (916) 471-3358 or via email at masher@cpshr.us.**

Sincerely,



Melissa Asher
Chief of Client Services

About CPS HR Consulting

Brief History

CPS HR is a client-focused human resources and management consulting firm, dedicated to addressing the unique challenges faced by government and non-profit organizations. ***Founded in 1985, we have earned a reputation as a trusted advisor*** by leveraging our in-depth public sector expertise to deliver practical, results-driven solutions. As a **Joint Powers Authority**, we are a self-supporting government agency exclusively serving public entities. This gives us a distinct advantage in understanding and meeting the specific needs of clients across all levels of government, including Federal, State, Local, Special Districts, Higher Education and Non-Profit organizations.

Our unwavering commitment to delivering an unparalleled client experience is built on our comprehensive knowledge of the complexities within the public and non-profit sectors. We assist organizations in attracting, hiring, retaining, and motivating top talent, essential for driving organizational excellence in alignment with their vision.

With more than 100 full-time employees and a network of 200+ project consultants and technical experts across the nation, CPS HR has partnered with more than 2,700 public and non-profit clients throughout the United States. Headquartered in Sacramento, CA, with regional offices in Texas, Colorado, Ohio, and Southern California, we are strategically positioned to support your organization's growth and help your employees fulfill the promise of public service.

Client Focused

We help clients succeed by:

- **Understanding Their Goals:** We listen to your needs, understand your business, and focus on achieving your desired outcomes.
- **Unlocking New Perspectives:** Together we explore new ideas, expand possibilities, and consider the broader impact on those you serve.
- **Bringing Solutions to Life:** We put plans into action, making strategies operational and effective.
- **Empowering Their Growth:** Provide you with the tools and knowledge to elevate performance and expand capabilities for your organization and those you serve.

Recruitment Experts

CPS HR specializes in the recruitment and selection of key professionals for cities, counties, special districts, and non-profits. Working in partnership with the governing body or selection team, we develop customized search strategies that focus on locating and recruiting qualified candidates who match the agency's unique needs. Our wealth of recruitment experience has been gained through **more than 20 years** of placing top and mid-level executives in public agencies throughout the United States.

- **Unmatched Recruitment Experience for Government Agencies.** CPS HR has extensive experience in recruiting executive-level professionals for public agencies across the United States. As a public agency ourselves, we understand how to work with and within government. Our understanding of public sector culture and policy uniquely sets us apart from our competitors.
- **Focus on Diversity Recruiting.** In the past three years, 57% of the candidates placed by CPS HR were female, members of ethnic minorities or both. To continue this trend, CPS HR is constantly assessing the best methods for reaching the broadest network of possible candidates. To that end, we have just signed a contract with Zoom Info, a new sourcing platform, that includes a diversity sourcing filter.
- **Seasoned Executive Recruiters.** Our recruiters possess a high level of expertise in recruiting and placing executive-level professionals. Our staff of experts includes an exceptional group of full-time employees as well as a full complement of subject matter experts, intermittent employees, and part-time employees with a variety of public and private sector experience.
- **Detailed Needs Assessments.** We conduct a detailed needs assessment to identify 1) future organizational direction; 2) challenges facing the position; 3) the working style and organizational climate; and 4) required core and job specific competencies as well as personal and professional characteristics.
- **Success Recruiting Non-Job Seeking Talent.** We recognize that the very best candidates for some types of positions may not be looking for a career change, therefore, our recruitment team takes a very aggressive approach to identify and recruit such candidates.
- **Vast Pool of Public Agency Contacts.** CPS HR maintains a database of candidates and an extensive network of external resources to leverage for executive-level positions. We utilize our vast pool of public and non-profit contacts to deliver a strong list of competitive candidates who will be well prepared to assist you in the accomplishment of your specific mission and goals.

- **Satisfied Clients.** *Our executive search client satisfaction rating averages 4.6 on a scale of 5.* While many companies talk about client satisfaction, how many measure the impact of that through assessing client satisfaction by distributing written surveys and tying the results of these surveys to their performance management system? CPS HR Consulting does. A client satisfaction survey is sent at the end of every engagement requesting feedback on the quality of our staff, deliverables, and the overall consulting relationship.
- **Retention/Success Rate.** Our success rate is tied to the longevity of the candidates we place, currently more than 95% of our placements are still in their position after two years.
- **Similar recruitments.** Below is a sample list of executive recruitments to showcase our experience in leading searches of similar scope.

Agency	Title	Year Completed
City of Wichita, KS	City Manager	Current
City of Fernley, NV	City Manager	Current
City of Phoenix, AZ	Assistant City Manager	Current
City of Sacramento, CA	City Manager	2025
City of Missouri City, TX	Assistant City Manager	2025
City of Oklahoma City, OK	Assistant City Manager	2025
City of Arvada, CO	City Manager	2025
County of Orange, CA	County Administrative Officer	2025
City of Carbondale, IL	City Manager	2025
Jefferson County, WI	County Administrator	2024
San Joaquin Area Flood Control Agency, CA	Executive Director	2024
San Diego Ethics Commission, CA	Executive Director	2024
California Workforce Association	Executive Director	2024
County Welfare Directors Association of California, CA	Executive Director	2024
Fresno Council of Governments, CA	Executive Director	2024
City of Simi Valley, CA	Deputy & Assistant City Manager, Outreach	2024
City of Farmersville, CA	City Manager	2024

*Proposal to the City of Dillingham
Executive Search Services for City Manager*

Agency	Title	Year Completed
County of San Diego, CA	Chief Administrative Officer	2024
San Diego Association of Governments, CA	Chief Executive Officer	2024
City of Arcata, CA	City Manager	2024
California Student Aid Commission, CA	Executive Director	2024
Stanislaus County Housing Authority, CA	Executive Director	2024
City of Simi Valley, CA	City Manager	2024
Contra Costa County Employees' Retirement Association, CA	Chief Executive Officer	2024
Orange County Power Authority, CA	Chief Executive Officer	2024
Southern California Public Power Authority	Executive Director	2024
County of Luis Obispo, CA	County Administrative Officer	2024
City of Gillette, WY	City Administrator	2023
Sierra Lakes County Water District, CA	General Manager	2023
Selma-Kingsburg-Fowler County Sanitation District, CA	General Manager	2023
City of Phoenix, AZ	Assistant City Manager	2023
City of Phoenix, AZ	Deputy City Manager	2023
City of Baytown, TX	City Manager	2023
City of Littleton, CO	Deputy City Manager	2023
City of Littleton, CO	City Manager	2022
City of Oklahoma City, OK	Assistant City Manager	2022
City of Bellaire, TX	City Manager	2022
County of Trinity, CA	County Administrative Officer	2022
City of Nogales, AZ	City Manager	2022
County of Imperial, CA	County Executive Officer	2022
City of Turlock, CA	City Manager	2022

*Proposal to the City of Dillingham
Executive Search Services for City Manager*

Agency	Title	Year Completed
City of Dallas, TX	Assistant City Manager	2022
City of Tucson, AZ	Assistant City Manager/Chief Financial Officer	2022
City of Piney Point Village, TX	City Administrator	2022
City of San Diego, CA	Chief Operating Officer	2022
California High Speed Rail	Chief Operating Officer	2022
City of Surprise, AZ	City Manager	2021
City of Aztec, NM	City Manager	2021
County of Yolo, CA	County Administrative Officer	2021
City of Aurora, CO	Deputy City Manager	2021
City of Dickinson, TX	City Manager	2021
City of Dayton, TX	City Manager	2021
County of Los Alamos, NM	County Manager	2021
City of Hercules, CA	City Manager	2021
City of Clayton, CA	City Manager	2021
City of Marysville, CA	City Manager	2021
County of Flathead, MT	County Administrator	2021
County of Yolo, CA	Assistant County Administrative Officer	2020
City of Greeley, CO	Deputy City Manager	2020
City of Reno, NV	City Manager	2020
City of Bozeman, MT	City Manager	2020
City of Richmond, CA	City Manager	2019
City of Columbia, MO	City Manager	2019
City of Union City, CA	City Manager	2019
Town of Paradise Valley, AZ	Town Manager	2019
City of Carson, CA	City Manager	2019
City of East Palo Alto, CA	City Manager	2019

Our Approach

Key Stakeholder Involvement

The Mayor and City Council on behalf of the City of Dillingham must be intimately involved in the search for a new City Manager. Our approach assumes their direct participation in key phases of the search process. At the discretion of the Mayor and City Council, other key stakeholders may also be invited to provide input for the development of the candidate profile.

The City's Needs

A critical first step in a successful executive search is for the Mayor and City Council to define the professional and personal qualities required of the City Manager. CPS HR has developed a very effective process that will permit the Mayor and City Council to clarify the preferred future direction for the City; the specific challenges the City is likely to face in achieving this future direction; the working style and organizational climate the Mayor and City Council wishes to establish with the City Manager; and ultimately, the qualities required of the City Manager.

Commitment to Communication

Throughout the recruitment process, we are strongly committed to keeping you fully informed of our progress. We will collaborate with you to provide updates on the status of the recruitment via your preferred method of communication (phone conference, email, etc.).

We place the highest level of importance on customer service and responding in a timely manner to all client and candidate inquiries. Our previous clients and candidates have expressed a sincere appreciation for our level of service and responsiveness to the management of the recruitment process. As a result, we have many long-term relationships with clients that have led to opportunities to assist them with multiple recruitments.

Aggressive, Proactive, and Robust Recruitment

We take an aggressive approach in identifying and recruiting the best available candidates. There are those candidates who would gladly rise to the professional challenge and apply for this position; however, some of the best candidates are often not actively seeking a new position and may only consider a change once we present them with your opportunity. Evoking the sense of vision and opportunity in qualified persons is among the responsibilities of CPS HR, and we pride ourselves in our efforts to reach the best available potential candidates.

We use advertisements, directly email the outreach brochure, post messages and connect with potential candidates on business media such as LinkedIn, and of course, pick up the phone and call qualified individuals and referral sources.

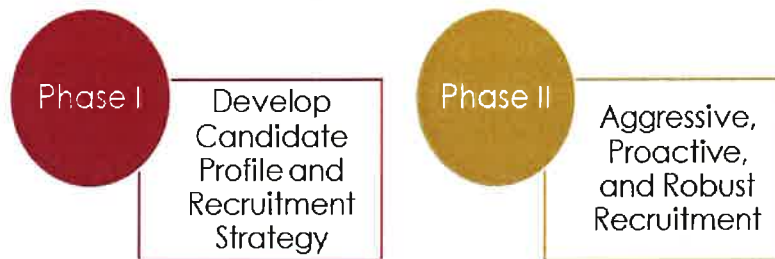
Diversity Outreach Process

CPS HR strives to attract the most highly qualified, diverse candidate pool possible. We are pleased that our diligent efforts have resulted in more than 57% of our executive level placements being people of color and/or female candidates within the past three years.

We accomplished this by advertising with organizations like the National Forum for Black Public Administrators, the National Association of Asian American Professionals, and the Local Government Hispanic Network in order to reach these specific population groups. We also seek candidate referrals from local subject matter experts and the national leadership of groups like Women Leading Government. By taking the time to directly contact these influential industry experts, we ensure that we capture the maximum number of distinguished candidates – particularly those who are well-known in their industries, but who may not be actively looking for a new job.

Methodology and Scope of Work

Our proposed executive search process is designed to provide the City with the full range of services required to ensure the ultimate selection of a new City Manager is uniquely suited to the City's needs.



Phase I: Our consultant will meet with the Mayor and City Council to ascertain the City's needs and ideal candidate attributes, to target our search efforts, and maximize candidate fit with the City.

Phase II: The recruitment process is tailored to fit the City's specific wants and needs, with targeted advertising, combined with contacts with qualified individuals from our extensive database.

Phase I - Develop Candidate Profile and Recruitment Strategy

Task 1 - Review and Finalize Executive Search Process and Schedule

Task 2 - Key Stakeholder Meetings

Task 3 - Candidate Profile and Recruitment Strategy Development

Task 4 - Develop Recruitment Brochure

The first step in this engagement is a thorough review of the City's needs, culture and goals; the executive search process; and the schedule. CPS HR is prepared to meet with key stakeholders to obtain input in developing the ideal candidate profile and to assist us in understanding key issues and challenges that will face a new City Manager. Activities will include:

- Identifying key priorities for the new City Manager and the conditions and challenges likely to be encountered in achieving these priorities.
- Describing the type of working relationship the Mayor and City Council wishes to establish with the City Manager.
- Generating lists of specific competencies, experiences, and personal attributes needed by the new City Manager in light of the discussions above.
- Discussing recruitment and selection strategies for the Mayor and City Council's consideration to best produce the intended results.

CPS HR will provide a summary to the City stemming from these activities as an additional source of information for developing the candidate profile and selection criteria.

Following the completion of the workshop session, CPS HR will work with a professional graphic artist to design a recruitment brochure and present it to the City for review. Please refer to **Appendix A** for a sample brochure. Additional brochure examples are available on our website at <https://www.cpshr.us/executive-level-recruitment-job-listings/>.

Phase II - Aggressive, Proactive, and Robust Recruitment

Task 1 - Place Advertisements

Task 2 - Identify and Contact Potential Candidates

Task 3 - Resume Review and Screening Interviews

Task 4 - Mayor and City Council Selects Finalists

The recruitment process is tailored to fit the City's specific wants and needs, with targeted advertising, combined with personal contacts with qualified individuals from our extensive database.

CPS HR will prepare, submit for your approval, and publish advertisements on professional and affiliate websites to attract candidates on a nationwide, regional, local or targeted basis based on the recruitment strategy.

As a consulting firm that interacts with hundreds of public sector executives during engagements, we have a cadre of individuals who we inform of recruitments, both to increase the visibility of the opening and to attract appropriate individuals who fit the special needs of our client. Communication with these professionals ensures that an accurate picture of the requirements of the job is apparent and proliferated throughout their professional networks.

CPS HR is focused on reaching a diverse candidate pool and would recommend publications/websites that are targeted to minority and female candidates. In addition to placing ads on websites aimed at minority candidates, we will contact leaders within appropriate associations to gain their insight and referrals of possible candidates.

Within the past three years, more than 57% of our executive level placements have been minority and/or female candidates.

CPS HR will prepare an email distribution list containing prospective candidates and referral sources. These individuals will receive a link to the City Manager brochure along with a personal invitation to contact CPS HR should they have any questions about the position.

CPS HR maintains a comprehensive, up-to-date database of industry leaders and experienced professionals; however, we do not rely solely upon our current database. We also conduct research to target individuals relevant to your specific needs and expectations to ensure that we

are thorough in our efforts to market this position to the appropriate audience and to garner a diverse and quality pool of candidates.

We will:

- Convey a strong sense of the purpose and strategy of the City. For many talented individuals, understanding these aspects is one of the key motivators to compete in such an environment.
- Provide guidance and resources to candidates regarding the area's cost of living, mean and median housing prices, higher education opportunities, K-12 education information, and other aspects of interest to those who are considering relocating to the area.
- Actively seek highly qualified candidates who may be attracted by the prospect of collaboration with other departments, providing exceptional leadership to the City or continuing to ensure the public confidence in the integrity of the City.

CPS HR will directly receive and initially screen all resumes. This screening process is specifically designed to assess the personal and professional attributes the City is seeking and will include a thorough review of each candidate's resume, and if applicable, supplemental questionnaire responses and other supporting materials.

CPS HR will personally speak to selected candidates during a preliminary screening interview and will spend extensive time ascertaining each candidate's long-term career goals and reasons why the candidate is seeking this opportunity, as well as gaining a solid understanding of the candidate's technical competence and management philosophy. We will gather data on any other unique aspects specific to this recruitment based upon the candidate profile, as well as conduct internet research on each candidate interviewed.

CPS HR will prepare a written report that summarizes the results of the recruitment process and recommends candidates for further consideration by the Mayor and City Council. Typically, the report will recommend five to eight highly qualified candidates and will include resumes and a profile on each interviewee's background. CPS HR will meet with the Mayor and City Council to review this report and to assist them in selecting a group of finalists for further evaluation.

Timeline

The project team CPS HR has selected is prepared to begin work upon receipt of a fully-executed contractual agreement. The recruitment services the City is requesting can be completed within 8 to 10 weeks. The precise schedule will depend on the placement of advertising on appropriate professional and affiliate websites, and the ability to schedule, as quickly as possible, the initial meeting. A proposed schedule of major milestones is presented below.

Task Name	Month 1				Month 2				Month 3			
Weeks	1	2	3	4	5	6	7	8	9	10	11	12
Initial Meeting/Candidate Profile	➤											
Draft Brochure		➤										
Brochure Approved/Printed Place Ads			➤									
Aggressive Recruiting							➤					
Final Filing Date							➤					
Preliminary Screening									➤			
Present Leading Candidates to City										➤		
Weeks	1	2	3	4	5	6	7	8	9	10	11	12

References

Provided below is a partial list of clients we have recently worked with in providing similar executive recruitment services. We are confident that these public-sector clients will tout our responsiveness and ability to successfully place candidates that were a good fit for their organization's needs.

Reference 1

Agency: City of Sacramento

Contact: Dennis Rogers, Chief of Staff; Councilmember Rick Jennings, District 7

Phone/Email: (916) 201-8325 / dmrogers@cityofsacramento.org

Address: 915 I Street, Sacramento, CA 95814

Project: City Manager (2025); City Attorney (Current)

Reference 2

Agency: Washoe County, NV

Contact: Julie Paholke, HR Manager Compensation and Recruitment

Phone/Email: (775) 328-2089; jpaholke@washoecounty.gov

Address: 1001 E. Ninth St., Bldg. A, Reno, NV 89512

Project: County Manager (2025), Library Director (Current)

Reference 3

Agency: City of Arcata, CA

Contact: Keira Vink, Human Resources, Administrative Services Director

Phone/Email: 707-822-5953; kvink@cityofarcata.org

Address: 736 F Street, Arcata, CA 95521

Project: Full Recruitment for City Manager (2024)

Our Executive Recruiting Team

CPS HR has assembled a strong project team with each member possessing extensive recruiting experience and a direct, in-depth understanding of local government. **Ms. Pamela Derby** will serve as your dedicated project manager throughout this recruitment process. **Ms. Derby** will leverage the knowledge and experience of our entire recruitment team in order to provide you with the best possible recruitment experience. We are committed to providing each of our clients with the same level of service excellence, and we take great care not to take on more work than this commitment allows. We will not utilize subcontractors for these services. No staff member will be removed or replaced without the prior written concurrence of the City.

Project Manager's Resume

Pamela H. Derby, Manager, Executive Recruitment

Profile

Since joining CPS HR Consulting in 2003, Pam Derby has conducted a wide range of recruitments for county, city, special district and association executives including city attorney, executive director, general manager, city manager, assistant and deputy city manager, police chief, community and economic development director, human resource director, finance director, city administrator, registrar of voters, library director, and director of information technology in addition to specialized support positions. Ms. Derby has just completed the City Manager search for the City of Sacramento, CA.

Prior to joining CPS HR, Ms. Derby served as the Aide to the Yuba County Board of Supervisors serving as the Board's liaison to County Department Heads, the community, and the media. This experience provided her with a unique perspective into the special circumstances that exist in a Board/Council-Manager relationship and a keen awareness of the inner workings of local government. She is sensitive to balance the wants of the community with the needs of the client so as to tailor a recruitment process that reaches out to the most appropriate candidates and ensures a diverse group of individuals from which to make a selection. She has successfully employed these techniques in jurisdictions ranging from under 10,000 to 10 million. Moreover, she employs a firmly-held personal philosophy that candidates must be treated with the same respect and careful consideration as her client.

Prior to her local government service, Ms. Derby served in the private sector and with several non-profit lobbying associations. She was responsible for the management of several large consumer groups.

Employment History

- Senior Executive Recruiter, CPS HR Consulting
- Professional Management Consultant, CPS HR Consulting

- Administrative Technician, CPS HR Consulting
- Aide to the Board of Supervisors, Yuba County, CA
- Special Cases Manager, Consumer Relations, The Money Store, CA
- Supervisor, Trailing Documents, The Money Store, CA
- Executive Assistant, Randlett Associates, CA

Professional Experience

- Project manager for local government, special district, and non-profit executive recruitments. Responsible for all facets of process including proposal interviews, all client meetings, creating marketing and advertising materials, conducting candidate screening interviews and developing finalist candidate interview processes.
- Assisted executive recruiting team in the recruitment of local government and public agency executives.
- Managed staff responsible for addressing escalated customer complaints. Negotiated and mediated pre-litigation settlements with attorneys, state regulators, and other state agencies, involving home improvement loans. Served as department fraud coordinator.
- Provided administrative support to SVP, including drafting correspondence, report writing, and special projects as assigned. Supervised department receptionist, responsible for interfacing with vendors and facilities management.
- Provided administrative and research support for private professional lobbying firm. Researched legislative bills, corresponded with professional association members regarding legislative proposals.

Education

- California State University, Chico, major course emphasis – Physical Education/English

Professional Fees

Professional Services

Our professional fixed fee covers all CPS HR services and deliverables associated with **Phases I and II only**.

Professional Fixed Fee Per Recruitment*	
Service	Pricing
Partial Executive Recruitment	\$27,000 Flat Fee

**Professional fees will be billed and paid at the completion of each phase.*



We thank you for your consideration of our proposal. We are committed to providing high quality and expert solutions and look forward to partnering with the City of Dillingham in this important endeavor.

City of
SACRAMENTO



City Manager

Welcome to Sacramento – California’s Capital of Opportunity

Located at the confluence of the Sacramento and American Rivers, the City of Sacramento (pop. 524,943) blends historic charm with forward-looking innovation, making it one of California’s most dynamic and livable cities. As the state capital, Sacramento is a center of government, culture, and commerce—offering a unique blend of urban energy, natural beauty, and civic engagement.

A Vibrant Community Full of Life and Culture

Residents and visitors alike enjoy a rich array of activities throughout the year. The city is home to the world-renowned Crocker Art Museum, the historic California State Railroad Museum, and the celebrated Golden 1 Center—home to the NBA’s Sacramento Kings and a premier venue for concerts and major events. Midtown’s lively arts scene, thriving nightlife, and celebrated farm-to-fork culinary movement offer endless ways to explore and connect with the community.

Outdoor Living and Natural Beauty

With more than 200 parks and 80 miles of trails, including the scenic American River Parkway, Sacramento provides abundant opportunities for outdoor recreation. Kayaking, cycling, running, and riverfront concerts are just a few of the ways residents enjoy the city’s temperate climate and green spaces.

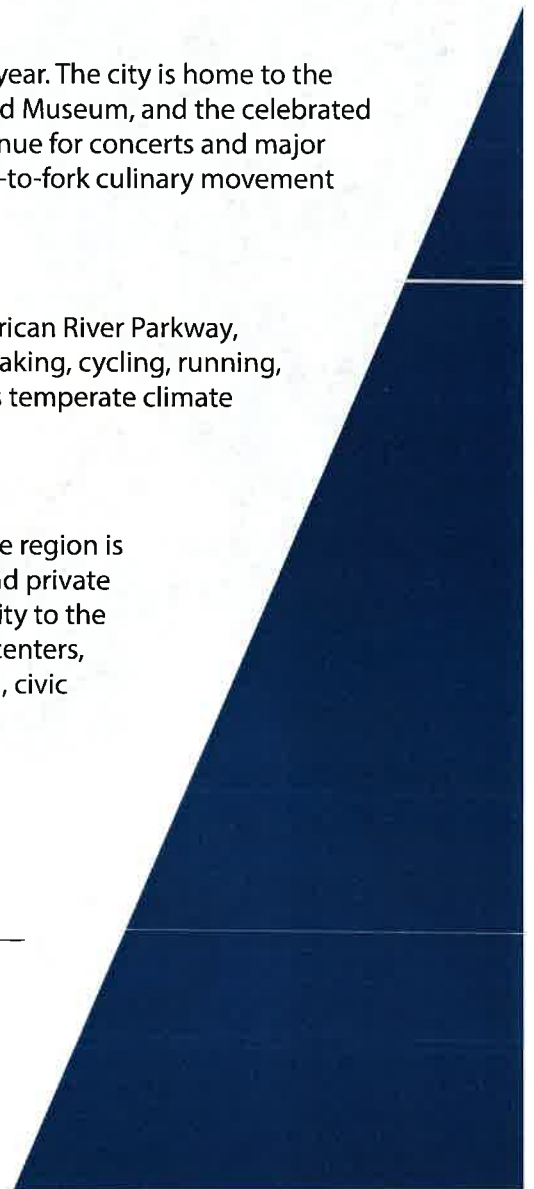
Education and Lifelong Learning

Sacramento is a hub for public education and academic advancement. The region is served by multiple school districts and offers a range of public, charter, and private schools. It is also home to Sacramento State University and within proximity to the world-class University of California, Davis. The city’s libraries, community centers, and cultural institutions offer countless opportunities for lifelong learning, civic engagement, and professional development.

A Growing, Diverse Capital with a Bright Future

One of the most diverse cities in the nation, Sacramento prides itself on inclusivity, innovation, and resilience. As it continues to grow, the city is investing in sustainable infrastructure, equitable development, and economic opportunity. It is a community where bold ideas are welcomed—and where visionary leadership can shape the future for generations to come.

To learn more go to: www.cityofsacramento.gov





City Government

Founded in 1849, the City of Sacramento is the oldest incorporated city in California. In 1920, Sacramento city voters adopted a City Charter (municipal constitution) which is still being used today. The City operates under a Council-Manager form of government, which balances professional management with strong elected leadership. The governing body is composed of a nine-member City Council, including the Mayor, elected at-large, and eight Councilmembers, each representing a district within the city. The Mayor serves as the political leader and policy advocate for the City, while the City Council sets citywide priorities, adopts the annual budget, and enacts ordinances to support community well-being and sustainable growth.

The City Manager, appointed by the City Council, serves as the chief executive officer of the organization, responsible for implementing Council policies, delivering public services, managing day-to-day operations, and leading over 4,800 full-time employees across numerous departments.

Sacramento's city government includes a full range of departments and services, including Public Works, Utilities, Community Development, Police, Fire, Parks & Community Enrichment, Finance, and Youth, Parks & Community Enrichment, among others. These departments work collaboratively to ensure efficient and responsive municipal services that enhance quality of life for the city's residents and businesses.

The City of Sacramento operates with a total annual budget of approximately \$1.5 billion, including a General Fund of over \$700 million. The City is committed to long-term financial sustainability, transparent governance, and strategic investment in public safety, infrastructure, economic development, and community equity.

With a dedicated workforce, diverse community, and ambitious policy agenda, the City of Sacramento offers an exciting and meaningful opportunity for visionary leadership at the highest level of municipal service.



Accolades

» **All-America City Award (2022)**

Recognized by the National Civic League for Sacramento's collaborative efforts in addressing community challenges through inclusive civic engagement. [YouTube](#)

» **Wide Open Walls Mural Festival**

Celebrated for transforming Sacramento's urban landscape through public art, fostering community pride and cultural tourism. [Wikipedia](#)

» **Travel + Leisure's 50 Best Places to Travel (2025)**

Sacramento was featured for its vibrant culinary scene, rich cultural experiences, and dynamic urban development.

» **Outstanding Public Transportation System of the Year (2021)**

Awarded by the American Public Transportation Association (APTA) to Sacramento Regional Transit (SacRT) for exceptional service and innovation. [SacRT](#)

» **#3 Economic Development Organization Worldwide (2023)**

The Greater Sacramento Economic Council (GSEC) was ranked third globally by the International Economic Development Council for its transformative economic strategies. [Greater Sacramento Economic Council](#)

The City Manager of Sacramento serves as the chief executive officer of the municipal government, appointed by the City Council. This charter officer role encompasses comprehensive oversight of city operations, policy implementation, and strategic leadership across all departments.

- » **Executive Leadership:** Oversee the administration of all city departments and functions, ensuring efficient and effective service delivery.
- » **Policy Implementation:** Execute policies and directives established by the City Council, translating legislative decisions into actionable programs.
- » **Strategic Planning:** Develop and guide long-term strategic plans to address the city's needs and priorities.
- » **Budget Management:** Prepare and administer the city's annual budget, ensuring fiscal responsibility and alignment with policy goals.
- » **Intergovernmental Relations:** Represent the city in interactions with other governmental agencies, community organizations, and stakeholders.
- » **Public Engagement:** Foster transparent communication with residents, addressing community concerns and promoting civic involvement.

[illegible]

Ideal Candidate

The next City Manager of Sacramento will be a visionary, principled, and resilient executive who brings both a fresh perspective and the proven capability to lead a large, complex, and politically nuanced organization. This individual must be a **true leader**—not just a skilled administrator, but a force for cultural renewal, institutional trust-building, and strategic economic and community advancement.

A Bold, Unifying Leader

Sacramento seeks a City Manager who can shape and sustain a strong, positive organizational culture grounded in **integrity, transparency, and excellence**. The ideal candidate will be an inclusive leader who motivates teams, breaks down silos, and rebuilds morale by treating staff with respect and setting a high standard of professionalism across the organization. They will possess the ability to unify the Mayor, City Council, City departments, and community stakeholders around a common purpose—restoring trust, delivering results, and addressing structural inequities. This is a role for someone who understands the weight of public leadership and leads with both confidence and humility.

Strategic Thinker and Operational Expert

This leader will bring a clear, measurable strategic vision that addresses Sacramento's most urgent challenges—particularly the structural budget deficit, fractured public trust, and inconsistent service delivery. They must be a **strong fiscal steward**, capable of confronting outdated systems, modernizing infrastructure, and identifying alternative revenue streams to ensure long-term sustainability. The ideal candidate will be outcome-driven and skilled in **results-based budgeting**, performance measurement, and transparent communication of public finances. Their decisions will reflect a sharp understanding of the city's priorities and constraints, balancing short-term needs with long-term goals.

Authentic, Accessible, and Community-Centered

Sacramento's next City Manager must embody **servant leadership**—being present in neighborhoods, listening to residents, and building genuine relationships with historically marginalized communities. They will be expected to attend town halls, walk city streets, and engage face-to-face—not just with elected officials or department heads, but with residents, small business owners, and youth. The successful candidate will communicate clearly and consistently, use digital platforms and newsletters to keep the public informed, and ensure the City is known not for bureaucracy, but for responsiveness and service.

Politically Astute, Not Political

The ideal City Manager will possess a high level of political acumen—capable of navigating complex governmental environments, understanding the nuances of policy-making, and building effective, collaborative relationships with elected officials, community leaders, and regional partners. They are skilled at reading the room, anticipating challenges, and communicating in ways that foster alignment and progress. While politically savvy, this leader maintains objectivity and professionalism, steering clear of partisanship or personal agendas. Their focus is on good governance, ethical decision-making, and implementing the policy direction of the City Council with integrity and transparency. Respected for their ability to listen, build consensus, and stay above the fray, they bring a steady, unifying presence to City Hall—ensuring the organization remains mission-focused, community-centered, and committed to long-term success.




Equity-Focused and Culturally Competent

Sacramento's diversity is one of its greatest strengths, but past practices have eroded trust in how equity initiatives and public funds are administered. The next City Manager must restore confidence by ensuring transparency in the allocation of funds, including Measure U and Measure L revenues, and by committing to racial justice and inclusive economic development. The ideal candidate will actively engage with diverse nonprofits, immigrant communities, and underrepresented neighborhoods; build equitable systems that support community-centered investment and service delivery; and, demand accountability from developers and contractors, ensuring labor and public benefit standards are upheld.

Desired Qualifications and Attributes

- » Prior experience as a City Manager, Assistant/Deputy City Manager, or senior leader of a complex public agency or regulated entity.
- » Proven success managing large budgets, diverse teams, and multifaceted initiatives in politically dynamic environments.
- » Strong communication, facilitation, and negotiation skills—able to navigate competing interests and build alignment.
- » A results-oriented, non-defensive leadership style—willing to listen, adapt, and innovate.
- » Track record of hiring and retaining high-performing, mission-driven professionals.
- » Ideally has California experience or with demonstrated capacity to quickly understand the state's unique public sector landscape.



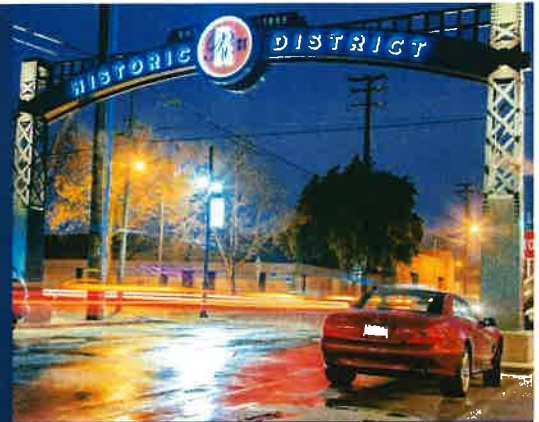
**The next
City Manager
of Sacramento
will be a visionary,
principled, and resilient
executive...**

What Will Set the Next City Manager Apart?

- » The **moxie** to make bold decisions and the wisdom to know when to listen.
- » A **servant's heart** and a **strategist's mind**—passionate about uplifting Sacramento's neighborhoods and future.
- » An unwavering commitment to **transparency, fairness, and accountability**.
- » A leadership presence that restores pride in public service—motivating City employees and engaging the public meaningfully.

Education and Experience

The ideal candidate will possess no less than 10 years of increasingly responsible experience performing complex budgetary, financial, policy and organizational analysis duties. Experience working directly with an elected council or board in a comparably sized organization is preferred. A bachelor's degree or higher in business, public administration or a related field.



Compensation/Benefits

The annual salary range for this role is **\$273,211 - \$420,684** dependent on qualifications and is complemented by an attractive benefit package that includes:

- » **RETIREMENT/PENSION** – 2% at age 55 retirement formula for Classic PERS members; or 2% at age 62 based on provisions of the California Public Employees' Pension Reform Act of 2013 (PEPRA).
- » **HEALTH INSURANCE** – Medical, Dental, Vision Care, and EAP benefits are provided through the City. The City offers three medical providers and provides a contribution towards medical, dental, and vision premiums. Medical, Dental, Vision Care, and EAP benefits are provided to all regular employees and their eligible dependents.
- » **OTHER INSURANCE** – Group Life and Disability Insurance.
- » **DEFERRED COMP** – City sponsored 457 Deferred Compensation Plan administered by Nationwide.
- » **FLEXIBLE SPENDING ACCOUNT** – The City offers a Healthcare, Dependent Care, and Transportation FSA.
- » **VACATION** – 80–160 hours per year; accrual rate based on years of service.
- » **LEAVES** – 80 hours of management leave per year; 96 hours of sick leave per year. Leave hours are prorated for new hires.
- » **HOLIDAYS** – 13 designated days and 2 floating holidays per year.
- » **TECHNOLOGY STIPEND** – \$100 per month.
- » **VEHICLE STIPEND** – \$500 per month.



City of
SACRAMENTO

Application and Selection Procedure

To be considered for this exceptional career opportunity, please immediately submit your resume, cover letter, a list of six work-related references (two supervisors, two direct reports and two colleagues, who will not be notified without prior notification) to the electronic link below. Resume should reflect years and months of employment, beginning/ending dates as well as size of staff and budgets you have managed.

Please go to our website to submit your application: <https://www.cpshr.us/recruitment/2491>

For further information contact:



Pam Derby
(916) 263-1401
E-mail: pderby@cpshr.us

Teddi Anderson
(916) 471-3439
E-mail: tanderson@cpshr.us

Website: www.cpshr.us

Resumes will be screened in relation to the criteria outlined in this brochure. Candidates with the most relevant qualifications will be given preliminary interviews by the consultants. Candidates deemed most qualified will be referred to the City. Selected candidates will be invited to participate in further interview and selection activities. An appointment will be made following comprehensive reference and background checks.



LanceSoft Inc.

Proposal Submitted For



RFP 2025-03: Recruiting & Executive Search Services

Submitted By:

LanceSoft, Inc.

2121 Cooperative Way, Suite 130

Herndon, VA 20171

Phone: 703-674-4500

Fax: 703-935-0339

Submitted To:

City of Dillingham

PO Box 889

Dillingham, Alaska 99576

POC: Prashant Arni

Phone: 703-674-4565

Email: marketing@lancesoft.com

CAGE Code: 4AUM9

DUNS: 154610971

TIN: 54-1974095

Business Size: Minority Owned
Business Enterprise (MBE)



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LanceSoft Inc.



(703) 674-4500



www.lancesoft.com



2121 Cooperative Way, Suite 130
Herndon, VA 20171

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1. TRANSMITTAL LETTER



2121 Cooperative Way | Suite 130, Herndon | Virginia 20171 | 703-674-4500 Phone | 703-935-0339 Fax

11-Nov-25

To

Mayor
City of Dillingham
PO Box 889
Dillingham, AK 99576
Phone: (907) 842-5148
Email: assistant@dillinghamak.us

Subject: Response to City of Dillingham – Request for Proposals for Recruiting Executive Search Services – RFP 2025 - 03.

LanceSoft Inc. is pleased to submit its proposal through our response to the City of Dillingham (City) – Request for Proposals for Recruiting Executive Search Services – RFP 2025 - 03.

Our offer in response to the above solicitation is 100 percent compliant with all requirements and in many cases, we exceed the requirements to provide the City with a high-value solution to the requirement.

LanceSoft states acceptance of all solicitation terms, conditions, and provisions. This offer shall remain valid for a period of 180 calendar days. We hereby acknowledge that we have read and understood the RFP issued in response to this solicitation from the City.

Established in 2000, LanceSoft is a privately-owned S corporation, headquartered at 2121 Cooperative Way, Suite 130, Herndon, VA, and the federal tax identification number is 54-1974095. LanceSoft has 25+ years of experience in providing **Recruiting & Executive Search Services** to a diverse base of clients across various domains and geographies.

I, the undersigned, Prashant Arni, Sr. VP-Delivery and Operations of LanceSoft. I am authorized to sign the enclosed offer and will be the designated representative for purposes of this RFP and an authorized negotiator for a contract resulting from this offer. You may reach me on 703-674-4500 phone, 703-935-0339 fax, or via email at marketing@lancesoft.com.

We now look forward to associating with the City for a long-term and mutually beneficial business relation. Should you require any further information, we shall be pleased to provide the same.

Respectfully,

Prashant Arni,
Sr. V.P. - Delivery and Operations
LanceSoft, Inc.

2. PROPOSED PROCESS AND EXPERIENCE IN RECRUITING AND EXECUTIVE SEARCH SERVICES

Introduction

Legal Company Name	LanceSoft Inc.
Ownership Structure	S corporation
Headquarter Address	2121 Cooperative Way, Suite 130, Herndon VA 20171
Established	25 th February, 2000
Years in Business	25 Years
Employees & Contractors	3,600+ Contractors across USA 4600+ Contractors across the Globe 1200+ internal employees
Annual Revenue 2024	\$388 Million

LanceSoft is a trusted recruitment service partner for public sector organizations, providing top-tier talent and customized workforce solutions across cities, states, and government agencies. As an authorized provider, we proudly serve state agencies, cities, public housing authorities, and municipalities ensuring efficiency, compliance, and operational success. Our proven track record of delivering exceptional recruitment solutions has earned us the trust of esteemed clients nationwide.

Our Diversity Status: LanceSoft holds the Minority Business Enterprise (MBE) certification issued by NMSDC (National Minority Supplier Development Council), Minority Women Business Enterprise (MWBE) certification issued by Virginia Dept. of Small Business & Supplier Diversity (SWAM) and Minority Business Enterprise (MBE) and Women Business Enterprise (WBE) certifications issued by NCTRCA.

LanceSoft is a certified corporate plus member by NMSDC - MBE. We have also invested in building our very own consciously bias diverse hiring platform called TADAH! (Together Achieve Diversity & Harmony) to promote, place & educate DEI candidates and corporations.

Affiliations And Accreditations: LanceSoft is an ISO 9001:2015 certified company fulfilling the requirements for a quality management system (QMS), ISO 27001:2013 for Information Security Management System and ISO 14001-2015 for Environmental Management System.

Our extensive recruiting experience and top performance across several recruitment programs is a great testament of our credibility. LanceSoft is currently an active **"Preferred-Supplier"** for over 200 mid to large recruitment programs across the globe.

Well Established & Financially Stable Company: LanceSoft is a financially stable and rapidly growing company across the USA. LanceSoft currently has a credit line of \$60 Million and has the required financial capacity to provide the services. We assure the City that it has the necessary financial capacity, working capital, and other resources to fulfil the contract without assistance from any outside source.

USA and Global Footprint:

Headquarters in Herndon, VA, we have a network of twenty-four (24) branch offices across the US and currently service across 50 states of the USA. Below are the locations of our branch offices.

Charlotte (NC)	Fremont (CA)	Atlanta (GA)	Beaverton (OR)	Cincinnati (OH)
Irving (TX)	Denver (CO)	Chicago (IL)	Salt Lake City (UT)	Birmingham (AL)
Sugar Land (TX)	Washington (DC)	Boston (MA)	Richmond (VA)	Columbia (SC)
San Diego (CA)	Orlando (FL)	New York (NY)	Seattle (WA)	
Lexington (KY)	Bloomington (MN)	Philadelphia (PA)	Clarkston (MI)	

In addition to this, LanceSoft can also quickly set up an additional office at any preferred location to be able to manage their large volume of requirements for that location.

LANCESOFT'S CERTIFICATE OF INCORPORATION

From: 8043719744 Page: 4/5 Date: 2/28/2008 10:01:17 AM

**COMMONWEALTH OF VIRGINIA
STATE CORPORATION COMMISSION**

February 25, 2000

The State Corporation Commission has found the accompanying articles submitted on behalf of
LanceSoft, Inc.

to comply with the requirements of law, and confirms payment of all required fees.

Therefore, it is ORDERED that this

CERTIFICATE OF INCORPORATION

be issued and admitted to record with the articles of incorporation in the Office of the Clerk of the Commission, effective February 25, 2000.

The corporation is granted the authority conferred on it by law in accordance with the articles, subject to the conditions and restrictions imposed by law.

STATE CORPORATION COMMISSION

By *TV Morrison*
Commissioner

Our Understanding of City's Goals:

We understand that the City is looking for a professional search firm to collaborate closely with the Mayor and City Council during every stage of the recruitment process. Our responsibility will be to offer strategic advice, oversee outreach and candidate engagement, and facilitate a thorough evaluation process leading to the selection of a highly qualified and compatible City Manager.

In Particular, LanceSoft acknowledges and are prepared to:

- ✓ Comply with the recruitment guidelines established by the City Council through the Mayor, modifying accordingly to any changes or enhancements.
- ✓ Work together with the Mayor to collect all essential background documents, such as job descriptions, qualifications, and community priorities, to inform our search strategy.
- ✓ Develop and implement a targeted recruitment plan that involves advertising, direct outreach, and professional networking to draw a diversified and qualified candidate pool.
- ✓ Conduct thorough candidate evaluations that include initial interview, reference checks, and background screening to present only the most qualified individuals.
- ✓ Make recommendations to the Mayor and City Council that are clear, timely, and actionable, with the inclusion of written reports and candidate summaries.

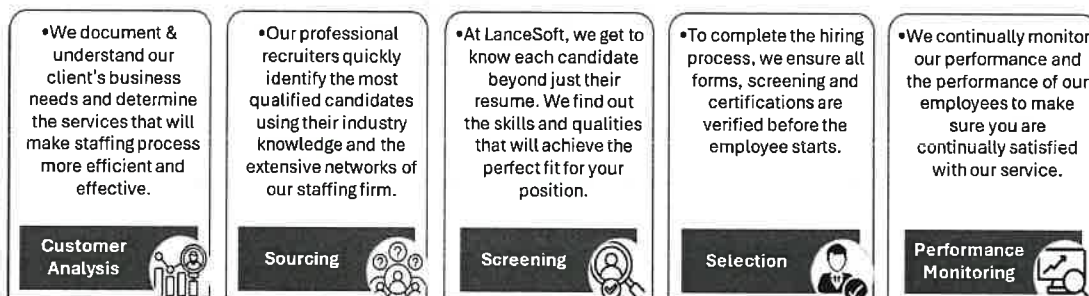
We acknowledge the significance of maintaining ongoing communication and transparency throughout the process. We will accomplish that goal:

- ✓ LanceSoft maintains regular contact with the Mayor to keep them update on recruitment progress, candidate status, and any few challenges that may emerge.
- ✓ We would like to receive monthly written reports detailing our activities, candidate evaluations, and any areas that require attention or decision-making.
- ✓ To meet the City's expectations, we travel to Dillingham for an initial consultation and any other necessary meetings as requested.
- ✓ Demonstrate the highest level of professional judgement and integrity by immediately highlighting any concerns or ambiguities to the Mayor for guidance.

LanceSoft Proposed Approach/Methodology:

Making the match is what we do and LanceSoft aims for a superior match each time we place talent on assignment. We will work closely with the City to gain an in-depth understanding of your recruiting and partnership requirements. Rather than simply collect a "laundry list" of requirements and skills, LanceSoft asks questions that allow us to build a functional job profile, including key success milestones and attributes that allow us to match not only skills and experience, but also subtle elements such as fit with managerial style, corporate culture, etc. With this knowledge, we have developed a thorough candidate profile that forms the basis of our recruitment strategy.

Our engagement process is focused on our clients and their business needs. This consultative approach, known as our **Match Fit Program**, details from start to finish how our recruitment selects the perfect candidate for the City. Our Match Fit Program includes five phases, which are customized to service your account most effectively.



Sourcing/Recruitment Methods:

Our recruiting methods fall into several categories, as outlined in the following:

Careers Website:

LanceSoft careers website is a central aspect of managing the recruitment processes. Our goal is to attract potential candidates to our company, build long-term relationships, assess candidate fit for open Executive positions, and finally capture and process candidate information in a structured way. With careers website best practices in place, we achieve a competitive edge in recruiting the most-qualified Executive candidates quickly and gain financial benefits from direct and opportunity cost reductions.

These practices automate recruitment activities that have a direct impact on the cost, reach, and breadth of candidate sourcing and processing. High quality and fit of hires translate into higher productivity and better work satisfaction, consequently producing higher retention rates.

The following are the best practices for careers websites which increases our odds of recruiting the most-qualified candidates and reduces direct as well as opportunity costs.

- **Applicant's Anonymity:** Because many potential Executive candidates will be employed while they search our website for openings, privacy and confidentiality are important. We ensure that the database management, workflow rules and recruiting processes are aligned to protect the candidate's anonymity.
- **Tailor Online Applications:** We are using pre-screening tools which will quickly separate qualified from unqualified candidates based on answers to questionnaires.
- **Keep Track of Candidate Information:** Once the Candidates will create and maintain a personal profile on our careers website and attach the job positions to their profile. Then the profile is saved on our company's candidate database and accessed through an appropriate password. Our recruiters will review structured data about a candidate, including access to job-specific screening questions to easily access fit. By tracking candidate information by job, we gather the necessary data for compliance reporting as well.
- **Job Seekers and Employees Post Our Open Positions on Facebook:** We allow our job seekers to post the jobs on their Facebook page; we can increase the exposure of our open Executive positions and reach a larger pool of candidates at lower sourcing costs. In addition, we believe that the employees are one of our best sources for referrals. We encourage them to post open positions on their Facebook page and refer to their friends.
- **Enable Job Searches:** A job search engine is a core component of our careers website. It helps job seekers find job openings that meet their requirements quickly and efficiently. We make sure that current openings are in the searchable database also reduces the accounting burden of maintaining a manual list. Our three best search criteria are Job Search by Job Category, Job Search by Location and Job Search by Keyword.

Methodology For Attracting the Best Possible Candidates

The following best practices for smart sourcing help us to find the best talent for the job while decreasing the sourcing costs and time to hire.

Job Board Processes: Our Recruiters have access to numerous external, national, and vertical job boards and use them only to supplement our customized recruitment mediums. This is unlike other firms who generally rely on subscription databases. A sample of websites that we utilize regularly includes Dice, Monster, CareerBuilder, GitHub, Stack Overflow, Twitter, LinkedIn, Technology Communities.

Industries across the world, are facing Executive talent shortages, some more than others. Specific to the Executive industry segment, the average age of an employee is approx. 42-45 years old and with the growing retirement force, to attract young, talented "Millennials". LanceSoft has developed an

internal program that is incentivized, not just by money, but also the opportunity to engage in high end/ cutting edge technology projects, with the flexibility to ensure a meaningful “work-life” balance. LanceSoft encourage diversity, innovation while increasing our talent base and organize outreach initiatives to attract millennials.

We promote our employer brand on social media and place vacancy announcements on our social media profiles. We consider making a mix of full-time, part-time, and freelance staff and attract much more talent to our workplace without limiting the employee selection by full-time work requirements. We offer **personal and professional growth** is what most Millennials need to make them feel comfortable in the workplace and to stay at one job long enough. We execute our thought leadership program and strategic business insights through a mix of marketing, media and sales channels to maximize customer engagement and helps to achieve City's stated RFP goals.

LanceSoft executes disciplined programs that amplify the impact of the thought leadership content in the sales, marketing and media channels and drive results by supporting every step of the go-to-market process. Some of the most effective techniques include:

➤ **Digital Marketing Campaigns:**

- With the implementation of digital marketing techniques, it becomes much easier for LanceSoft to access more potential present and future Executive candidates. By posting jobs and engaging with potential job seekers on multiple digital platforms, such as various social media outlets, job boards, websites, email marketing and targeted advertisements (to name a few), a whole new realm of untapped Executive talent can be accessed to achieve City's stated RFP goals.
- It will also help us to foster meaningful networks of professionals, which can be beneficial when trying to make placements. A good chunk of candidates today is passive, meaning they are not actively looking for a job. But, with more accessibility to a social network of like-minded professionals and job opportunities, they could very well soon become active.

➤ **Subject Matter Expert Blogs:**

- LanceSoft leverage their internal experts—managers, specialists, recruiters or practice area leader and tap Executive professionals using subject matter expert blogs. We believe that the blog is a practical way to package and extend the reach of our in-house experts using social media networks and native search engine optimization.
- We provide experts with resources, incentives and tools to publish articles, videos, webinar recordings and demonstrations that can be leveraged in social, mobile and digital marketing channels.
- LanceSoft will try to expand the reach and SEO rankings of the experts by having them participate as guest contributors in digital contributor networks with established media to tap Executive professionals.

➤ **Digital Publishing Platforms:**

- As the value and impact of ad impressions declines, LanceSoft is working with media partners to leverage their unique expertise and original thought leadership research in new digital media platforms to maximize candidates reach, objectivity and impact.
- Our emerging platforms include native advertising, special feature stories, targeted publishing platforms and topic-specific executive newsletters. LanceSoft has belief in these new digital media platforms that will deliver significantly greater earned social media shares and viewership than the traditional advertising.

➤ **Selling Events:**

- LanceSoft uses Executive workshops or webinars to Interact with various Executive professionals including Subject Matter Experts. Our additional touch points before and

after the events to maximize executive professionals engagement and face time helps LanceSoft to tap Executive professionals in order to achieve City's stated RFP goals.

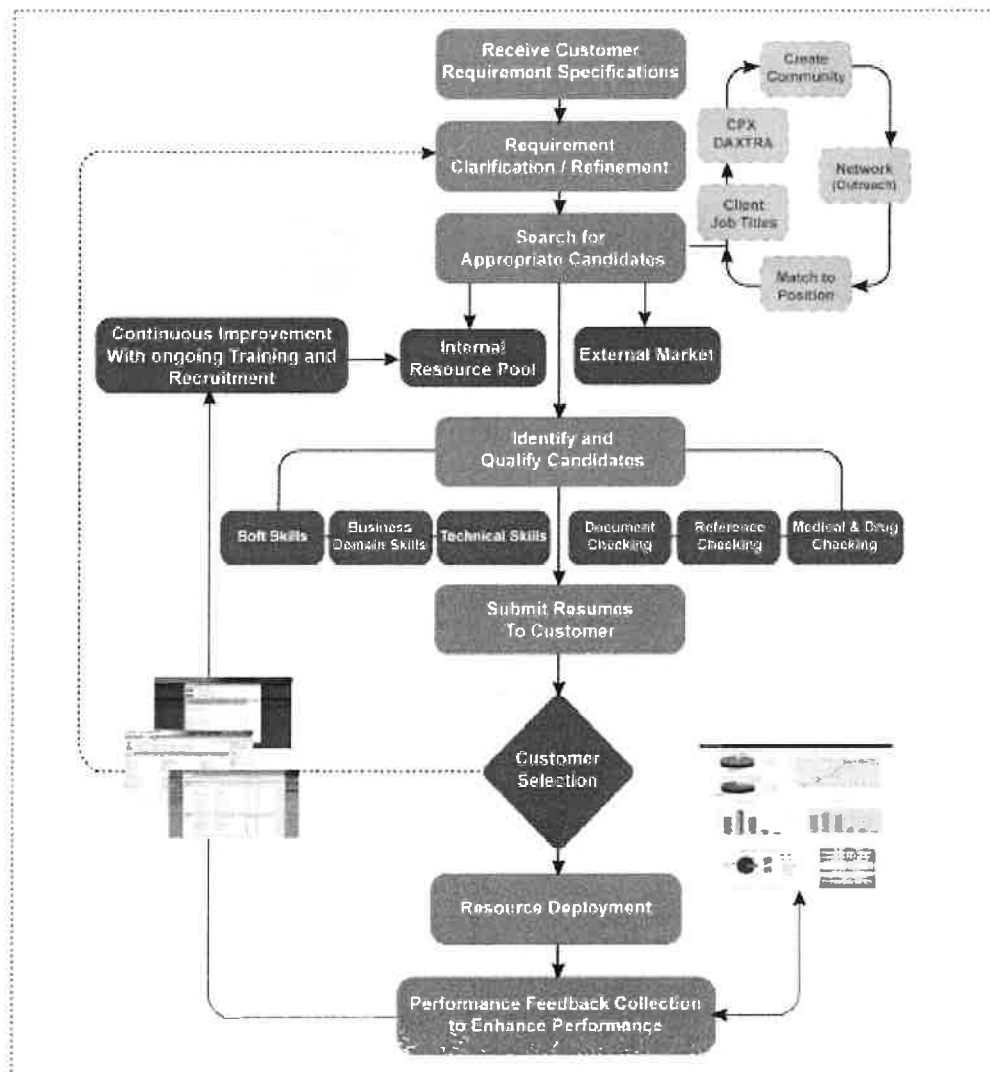
➤ Sales Enablement Tools:

- LanceSoft use Sales enablement tools such as mobile, CRM and digital technology as a way to deliver the information regarding the Jobs to Executive talent. This helps LanceSoft to tap the right Executive talent at the right time.

Recruiting Strategy

LanceSoft will employ a comprehensive City's specific recruitment strategy that examines the City of the local market(s), allowing us to understand its dynamics, including demographics, labor conditions, unemployment rate, and statistical workforce projections.

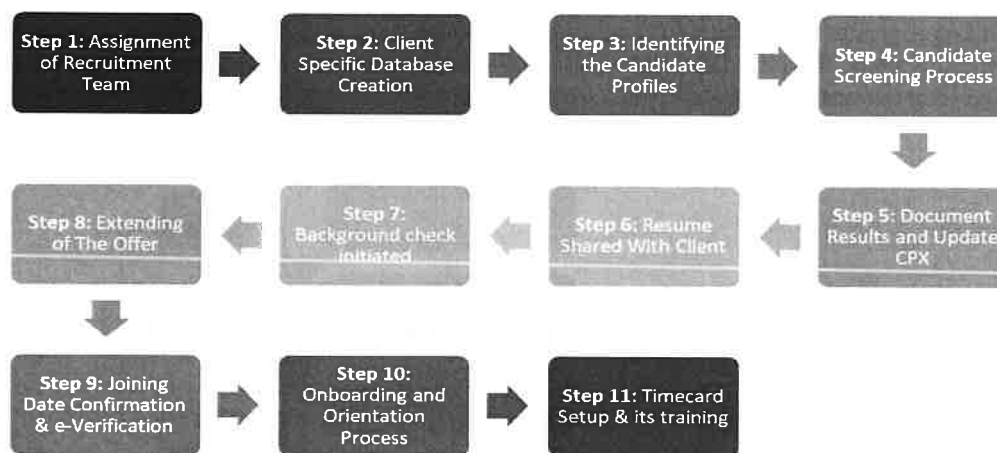
Based upon labor market conditions and the types of skills the City requires, we identify the highest-yield target groups from which to recruit and determine an appropriate strategy to attract talent from those areas. This includes selecting appropriate sources for talent, isolating the most effective tactics to penetrate these sources, and creating an overall market approach.



LanceSoft is dedicated towards providing quality candidates to its clients in line with their requirements. We pay close attention to the quality of candidates we select to meet the high standards we set for our customers. LanceSoft is known for its robust recruitment process that attracts the very best talent and offers an unconditional guarantee on all the work they provide for our customers.

Recruitment Process

LanceSoft will begin the process and submit the candidates to the City within 2-3 business days upon receipt of the contract and requisition from the City. To gain an overview of the LanceSoft's Project Plan for the City, please refer to the following graphic. We will implement the following steps to meet the recruitment process timeline after the contract is signed, and a dedicated Account Manager is appointed.



LanceSoft – Recruitment Process

Step-1: LanceSoft identifies the recruiting team and defines responsibilities for each member for the contract. Our Account Manager drafts a report about understanding the client. This report gives input to the Recruitment Manager about the nature of work at the City site. It also details City's future needs and explains the location parameters.

Step-2: Based on the input received from the Account Manager, the recruiting team starts a proactive approach to identify the resources internally and externally to build database for the city.

Step-3: Once the work is initiated as soon as we get the recruitment requirement from the City. We immediately entered into our centralized recruiting portal, i.e., CPX. Our Account Manager understands the requirements of the City based upon the recruitment requirements received from them. This includes an understanding of the project requirements, SOW, environment, qualification, experience, mandatory and desirable skill set requirement. Our Accounts Manager drafts a requisition about the requirement and submits the requirement in CPX along with sending it to the Recruitment Manager. Our Recruitment Manager assigns this requirement to the dedicated recruitment team for the City. From there, recruitment team source the candidate using one of following methods but not limited to: proprietary database, job boards and traditional advertising, Crowd Sourcing, Evergreen Harvesting, Effective networking, Employee Referral, Headhunting, Patent Recruitment Technology, Social-media Recruiting (LinkedIn, Twitter, Facebook, etc.), Community Curators, Community Discussions, web-based recruitment portal, community outreach etc.

Step-4: After finding the 4-5 creative candidates per requirement, they undergo a rigorous screening process that includes:

- A thorough assessment of prior work history and education (through Aversafe & Sterling- Back check verification process).
- Assess the candidate's skills and personality attributes (Written Tests, Aptitude/Logical Tests, Face-To-Face Discussions, Non-Directive Interview Process).
- A blended interview including both traditional and behavioral event questions (Behavioral Interviews).
- Technical skills assessments which cover hundreds of different skill types, with appropriate assessments selected by the recruitment manager based upon the skill requirements uncovered during the requirements meeting.
- A minimum of three professional references.
- Conduct Basic Background Checks.

Step-5: After candidates' complete evaluation, our Recruitment team will prepare the feedback form to summarize the results of the interview and will update CPX with qualified Consultants.

Step-6: Our Account Manager will submit resumes with a skill summary of the selected consultants and references to the City and will discuss the interview schedule with hiring manager for pre-qualified consultants. Our Account Management Team will arrange a face-to-face or telephone interview depending upon City's requirements.

Step-7: Our Employee Care Manager will conduct appropriate background screening, based on the client requirements (Education verification, Credit Reports, Driver's Report/DMV Checks, Social Security Trace/Validation, Reference checks, Drug Screening, Work Permit Checks, Work eligibility verification & Criminal background checks) for the selected candidates.

Step-8: Our HR Department will complete all due diligence before extending an offer to successful consultants and extend the offer. Share candidate's decision or initial response with hiring managers and submit security forms to City.

Step-9: Our Account Manager will inform you of the joining date of the candidate for the City and Conducts e-Verification. Candidate Joins on a specified date.

Step-10: Once a candidate has been interviewed and selected by City, the candidate begins the onboarding and orientation process. LanceSoft offers a few manual and automated solutions to assist with on-boarding that can be customized to each of your engagements. Our onboarding procedures for all candidates assigned to the locations will be coordinated by the dedicated single point of contact. The following is an overview of a typical orientation process which will be customized to meet your needs:

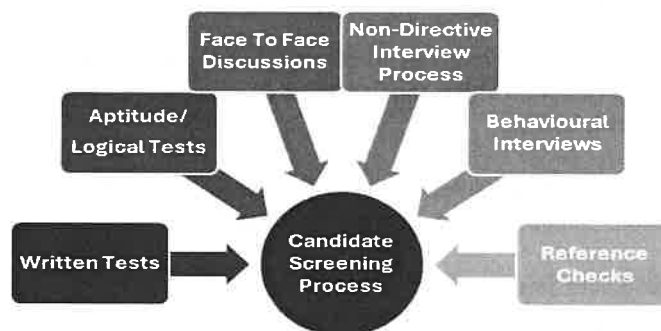
- The City summary information
- Overview of the City's workplace policies
- Assignment of work schedule
- Software training if applicable (submitting timecards, etc.)
- Security/badge access procedure review/assignment (if applicable)
- Establish regular series of check-in calls
- A review of wages and benefits
- Contract flows downs
- Completion/sign-off all required documents
- We also help the candidates walk through the client work environment and assist them in completion of the hiring formalities.

Step-11: LanceSoft's On-boarding team will train our resources on electronic timecards operations from entry to submission in the client system for the client manager's approval. These timecards are routed to the managers concerned for approval. The timecard may require only the respective manager's approval or may be routed to the manager and the project manager for approval. Upon approval, these items are annexed in a consolidated invoice and submitted to the City for payment. Additionally, our team trains the candidates in the process for submission of expense reimburse reports for approval. The report encloses the date, the merchant, the reason for the request, an account number (if required), a PO number (if required) and the amount. All approved expenses are included in the consolidated invoice. We also train our resources in the process of updating timecards daily or at the end of the week and the process of saving them. Our resources will be trained in the timecard resubmission procedure if an error is found while submission.

Candidate Screening Process

LanceSoft has developed a standard screening process that is followed for all the Clients. However, if required, LanceSoft in the past has customized its screening process depending upon the specific requirements of the client. LanceSoft provides a customized screening process including a two-level quality review process (Two-step resume qualification) for all shortlisted candidates at both Lead Recruiter and National Account Manager-level to provide the best-fit candidates to the City.

We follow a well-structured interview process as per industry Best Practices, where the short-listed candidates are screened at an initial level followed by a detailed assessment of his/her skills by our technical team via a telephonic interview. After clearing these two levels, a final selection round is arranged between the candidate and the National Account Manager.



Step-1: Candidate Vetting and Technical Testing Process

Some of the methods that the recruiters use for evaluating the technical and logical ability of the candidates are as follows:



Written Tests: All candidates are required to take a written test to demonstrate their grasp on the basic knowledge required for a specified role. The test covers the fundamentals. LanceSoft also uses the same set of questions and methodology for all the candidates to be interviewed for a given position, which gives LanceSoft and the client a common objective performance baseline.



Aptitude/Logical Tests: LanceSoft has designed a series of logical and aptitude tests in order to gauge the individual personality traits. These tests enable LanceSoft to assess the aptitude and skills of the shortlisted candidates. LanceSoft conducts standardized tests in terms of their reliability and validity in order to provide correct results.

Technical/Software Skills Test:

eSkill

LanceSoft is using eSkill, a platform designed to help to find the best **Executive candidates** using skills-based screening and interviewing tools. We will source the quality candidates within a short span of time based on the City requirements.

Step-2: Conducting Interviews

Following are different types of Interviews we conduct to shortlist a suitable candidate:

- **Face-To-Face Discussions:** LanceSoft conducts a thorough screening process to evaluate the technical and logical know-how of the candidates comprising of a face-to-face/web/video conferencing interview depending on client requirements. All applicants are assessed for competence and personal attributes including inter- personnel skills and communication skills. Our recruiters stringently test the domain knowledge and experience of clients in order to shortlist best candidate for clients.
- **Non-Directive Interview Process:** At times, we also follow a non-directive interview process - generally, a less formal process to assess the candidate's skills and personality attributes.
- **Behavioural Interviews:** We conduct behavioural and situational based interviews as well, to evaluate candidates on their past behaviour and experience and the candidate's judgment ability and knowledge that may be required for the job. In some cases, we also conduct group discussions to compare the soft skills of the short-listed candidates to make the best selection.

Step-3: Background Checks

Our client-dedicated onboarding team runs a sequence of procedures that help the candidates in fulfilling the formalities and paperwork at the client end. As a prerequisite prior to an offer made by LanceSoft for employment. LanceSoft's onboarding team conduct various checks that include but are not limited to:

- ✓ Complete background verification
- ✓ Previous employment checks
- ✓ Education verification
- ✓ Credit Reports
- ✓ Driver's Report/DMV Checks
- ✓ Social Security Trace/Validation
- ✓ Reference checks - LanceSoft recruiters thoroughly check with at least 2-3 references of the candidates being short-listed to verify their credibility.
- ✓ Drug Screening to test the candidates for the use of illicit/illegal drugs LanceSoft offers a 5 and 10 panel drug screening with additional panels available upon request to our customers.
- ✓ Work Permit Checks: To verify the active work permit status of the candidates to ensure they are legally authorized to work in the USA.
- ✓ Work eligibility verification – Use E-Verify to ensure each candidate is eligible to work.
- ✓ Criminal background checks.



Implementation Strategy

LanceSoft has clearly defined the tasks to work closely with the City and dedicate an Account Management Team (AMT) to provide undivided attention and care to the City relationship. LanceSoft follows the below mentioned implementation plan for all its client engagement:

Step-1: On contract sign-off, LanceSoft will immediately assign a dedicated Account Management Team (AMT) to identify the anticipated volume of requirements and to be able to respond to 100% of the entire the City recruitment requirements.

Step-2: Within one (1) week of contract sign-off, LanceSoft will initiate a kick-off and a team introduction session between the client's program/hiring managers and point of contacts along with LanceSoft delivery team members. Program goals and initiatives will be discussed in detail to help better understand the City's recruitment services program and needs. LanceSoft's AMT will try to understand various elements, key drivers and success factors for this relationship. Some of the key City elements that would be studied include:

- ✓ H.R. policy regarding permanent labor
- ✓ Travel policy for permanent labor
- ✓ Region-wise Rate structure that has been agreed & signed off during the contract
- ✓ Concentration of requirements and type of requirements
- ✓ Typical hard to find skills for the client
- ✓ Typical Time taken for manager feedback
- ✓ Internal Benchmarks for hiring of permanent labor
- ✓ Accounting & Billing contacts
- ✓ Accounting & Billing policies
- ✓ Rules (Do's and Don'ts) for all aspects - H.R., Finance, Sales, Admin etc.
- ✓ Points of contact for various issues
- ✓ Escalation structure
- ✓ Addresses Contact names and Phone numbers of regional offices and respective relevant managers
- ✓ List of client Holidays
- ✓ Service level agreements to be followed
- ✓ Response time for acknowledgement, Response time for resumes and time to fill parameters decided mutually
- ✓ Email ids, usernames, passwords and Website addresses for process requirements
- ✓ Escalation procedure and contacts for various issues including H.R., Legal, Administrative, Accounting & Finance and Marketing
- ✓ General culture & work environment
- ✓ Dress code

Step-3: A document called the "Client Delivery Process Framework" is prepared which captures all details pertaining to the client.

Step-4: The client dedicated National Account Manager will also initiate the mapping of all the client's on-boarding requirements. This will create the entire backbone of the client specific process in compliance with their needs. At a minimum, the onboarding requirements will include:

- | | |
|-------------------------------------------|---------------------------------------------------|
| ✓ The City related specific policies | ✓ Dress code |
| ✓ Relevant contractual terms & conditions | ✓ The City employee - LanceSoft consultant issues |

- ✓ Rules & Regulations - site specific & client specific
- ✓ General culture & work environment
- ✓ Escalation procedures
- ✓ Work site familiarity (at most times a site visit on the day of start of the project is arranged)

Step-5: LanceSoft firmly believes in the importance of training and orientation to its employees. Training activities at LanceSoft constitute a major human resources development effort and forms an integral part of the employee's career development plan. LanceSoft's training program encompass technology skills, soft skills, presentation & communication skills, line of business / domain skills and specific client-related orientation regarding client specific policies, culture, terms & conditions, rules & regulations and work site familiarity.

Proposed Management Team Organization Structure:

LanceSoft's ownership structure comprises of sagacious industry experts, bringing in their extensive experience accentuating our performance and operations. LanceSoft is run by its Chairman & CEO; with the Chief Financial Officer (CFO), Vice President (VP)-Strategic Client Relations and VP-Enterprise Service Delivery reporting directly to the CEO.



The following table identifies all the resources assigned to these services and their dedication to executive responsibilities.

S.NO	Name	Title	Experience
1	Prashant Arni	VP-Strategic Client Relations	25+ years of Account, Contract & Project Management
2	Khanh To	Recruitment Director	18+ years of Recruitment management
3	Ruchi Jain	Employee Care Manager	15+ years of Employee Care Management
4.	Monica Skoogman	Account Executive	12+ years of Experience in Account Management

Our Team Experience: We currently have a **550+ member recruiting staff** consisting of professionals with very strong industry/domain knowledge. The average industry experience of our recruiting staff is:



LanceSoft is uniquely positioned to partner with the City in providing recruitment and executive search services. We present this proposal as a testament to our commitment to building a long-lasting relationship with the City, driven by a process-oriented approach, optimization, automation, and service delivery excellence with our extensive experience across the USA. LanceSoft is confident that our approach will meet your executive-level recruitment objectives.

LANCESOFT'S EXPERIENCE IN PROVIDING EXECUTIVE SEARCH SERVICES

LanceSoft has established itself as one of the most sophisticated firms in providing executive recruitment services, specializing in the Public Sector industry along with several other factors. As a 'Vendor of Choice' for several State/Federal Government with over 25 years of experience, LanceSoft has profound experience in providing premier consultants with expertise in higher education executive recruitment Services.

LanceSoft's extensive industry experience, with a significant portion of our revenue attributed to recruitment and executive search services, positions us as an ideal partner for highly qualified executive-level positions. We have specialized recruitment teams with a blend of creative, technical, business, and domain expertise, enabling us to efficiently screen and identify the best-fit candidates for any executive-level position, including City Manager, President, Director of IT, VP Finance and Administration, Sr. Vice President, Chief Information Technology Officer, Executive Director of Development, and many.

LanceSoft is a trusted recruitment partner for public sector organizations, providing top-tier talent and customized workforce solutions across cities, states, and government agencies. Below are some of our experiences in the recruitment and executive search services over the past years at LanceSoft, including but not limited to the following:

Our Clients:

Our State Clients Include: State of Arizona, State of North Carolina, State of Michigan, State of South Carolina, State of Massachusetts, State of Ohio, National Grid, New York Financial Information Services Agency (FISA), State of Arkansas, State of Colorado, State of Connecticut, State of Florida, State of Georgia, State of Iowa, State of Maine, State of Minnesota, State of New York, State of Ohio, State of Oregon, State of Pennsylvania, State of South Carolina, State of Utah, State of Virginia, State of Washington, State of Delaware, State of Maryland, State of New Jersey, Virginia Department Of



Transport (VDOT), Washington Metropolitan Area Transit Authority, New York State Homes And Community Renewal.

Our City Clients Include: City of Clermont, City of Phoenix, City of Anaheim, City of Tacoma, City of Redmond, City of Virginia Beach, City of Wentzville, The City of Colorado Springs, City of Dearborn, City of Clermont.

Our County Clients Include: Gwinnett County, County of Santa Clara, County of Hennepin, County of El Palso, County of Orange, Harris County, Clark County, County of Riverside Baltimore County Public Schools, Camden City School District, Highland Park Schools, Pittsburgh Public Schools, University of California, University of Colorado, University of Michigan etc.

Our proactive recruiting team is dedicated to maintaining an ever-growing network of qualified, highly skilled profiles, each possessing domain-specific knowledge that aligns with current market trends. This allows us to quickly identify and deliver top-tier candidates who are ready to meet the unique demands of the City.

LanceSoft's advanced sourcing strategies, coupled with our proven performance in providing recruiting and executive search recruitment services, demonstrate our strong capability in fulfilling the City's requirements. We have a robust methodology in place that ensures a quick turnaround time and consistent, high-quality outcomes.

Our home-grown product, **CPX**, plays a pivotal role in maintaining a vast database of prequalified candidates and actively pipelining 20-30 candidates daily. This allows us to maintain an efficient and responsive recruitment process, with over 25 million profiles segregated by location, skill set, domain, and experience level.

With a high client retention rate, we build lasting relationships by providing quality services and consistently delivering value through a multi-faceted approach. Our approach combines our global delivery capabilities, deep domain expertise, and adaptive quality processes, ensuring that the City receives the highest caliber candidates in the shortest possible turnaround time.

LanceSoft has profound experience in servicing clients with executive search needs comparable to the size and scope of the City requirements. Our deep understanding of the higher education landscape and the challenges associated with senior-level recruitment makes us well-equipped to meet the institution's operational needs with the utmost efficiency.

Our recruitment process, backed by years of global experience, provides us with a competitive edge in delivering top-class resources. Through a perfect blend of innovative recruiting methods, advanced technologies, and tailored strategies, LanceSoft has positioned itself as a leader in executive search recruitment services. We are fully prepared to meet the City's needs and deliver outstanding results that will support the City's strategic goals.

Below are some of our experiences in the Executive Recruitment services through direct placements over the past years at LanceSoft, including but not limited to the following:

<u>Name of the Client</u>	<u>Period of Performing the Services</u>	<u>Provided Services</u>	<u>Detailed Description of the Work Performed</u>
City of Clermont	10+ years	Executive Recruitment Services	We have provided the services to City of Clermont for the positions including, but not limited to: Chief Financial Officer, Executive Assistant, Director of Technology and Innovation, Senior Administrative Support,

			Chief Communications Officer, VP – Human Resources, etc.
City of Tacoma	4+ years	Non-IT Executive Search Services	We have provided the non-IT executive professionals to City of Tacoma for the positions including, but not limited to: City Manager, Director Public Housing Director, Associate Vice President, Director Lease Operations, Chief Communications Officer, Senior Director of Finance and Operations, etc.
City of Redmond	3+ Years	Executive Search Services	We have provided the professionals to City of Redmond for the positions including, but not limited to: Chief Financial officer, Senior Director of Operations, Vice President of Human Resources, etc.
City of Phoenix	5+ Years	Executive Search Services	We have provided the professionals with the City of Phoenix for the positions including, but not limited to: Chief of Human Resources, Director of IT, Sr. Director of Maintenance, Assistant Director of Human Resources, etc.

At LanceSoft, our expertise is in pairing the right talent with the right opportunities. We are committed to achieving an outstanding match every time we assign the skilled professionals to the City.

LanceSoft's recruitment and search services will be tailored to meet City's executive-level recruitment needs, achieved through an efficient transition and transformation program that will commence immediately following contract closure. To provide these services, LanceSoft will leverage its deep expertise and experience in delivering recruitment projects of similar scale and complexity across the USA.

Through our qualitative approach, LanceSoft has established itself as a leader in providing top-tier professionals for executive search needs across various industries. We specialize in filling permanent executive roles, ensuring the highest standards in every placement globally.

With our deep expertise and extensive experience, we can fill executive positions tailored to the unique needs of our clients, driving business success while focusing on leadership excellence and organizational growth.

With a 98% success rate in executive search, LanceSoft faces minimal challenges (less than 2%) when shortlisting quality candidates who meet our clients' rigorous requirements. To overcome any challenges, we leverage our domain-specific recruiting team, located at branch offices across all states, who conduct in-person interviews to ensure we select the most qualified and culturally aligned executives for your organization.

Below is a list of our recurring requirements provided: -

RECURRING REQUIREMENTS				
EXECUTIVE TITLES				
Chief Executive Officer (CEO)	City Manager	President	Chief Marketing Officer (CMO)	Chief Financial Officer (CFO)

Chief Technology Officer (CTO)	Executive Vice President	Chief Information Officer (CIO)	Senior Vice President	Vice President of Operations
Associate Vice President for Research	Chief Human Resources Officer (CHRO)	Vice President for Institutional Advancement	Vice President for Student Affairs	Vice President for Finance and Administration
Vice President of Strategy	Vice President of Sales	Director of Information Technology	Chief of Maintenance	Executive Director of Development
Vice President for Technology and Innovation	Senior Director of Marketing	Director of Organizational Development	Associate Vice President for Enrollment Management	Chief Operating Officer (COO)
Director of Corporate Social Responsibility	Assistant Vice President	Vice President for Global Affairs	Director of Corporate Strategy	Director of Business Operations
Executive Director of Development	Associate Vice President for Public Relations	Director of Financial Aid	Director of Community Engagement	Director of Operations
Director of Client Relations	Vice President of Business Development	Vice President of Human Resources	Vice President of Corporate Communications	Director of Talent Acquisition

Our Ability & Success Rate



Success at LanceSoft is a very well-articulated and metric-based function. We monitor various quality metrics on a continual basis that include requirement coverage ratio, shortlist ratio, Interview ratio, Shortlist ratio, Interview ratio, Start ratio, No-starts/dropouts/back-outs ratio, Tenure completion ratio, Attrition ratio, Customer satisfaction as well as Onboarding/Off-boarding compliance issues and contractor's issue resolution

metrics.

LanceSoft follows a best-in-class recruiting process that adds value to the client program, thereby setting a benchmark for all other organizations. To improve our services and to keep track of a good job done, LanceSoft gets its performance evaluated on a monthly/Quarterly basis.

3. PROPOSED RATES AND FEE STRUCTURE

In order to the cost of services, LanceSoft is committed to providing high-quality executive recruitment services while maintaining competitive and reasonable fees. For executive-level placements, we propose a fee structure of **18%** of the candidate's first-year base salary. This fee is based on the comprehensive recruitment process we follow, which includes sourcing, evaluating, interviewing, and onboarding top-tier executive talent tailored to the City needs.

Our proposed fee is reflective of the following factors:

- **Expertise & Experience:** LanceSoft has extensive experience in recruiting for executive-level positions across multiple industries, ensuring that we deliver high-calibre candidates who align with the City's goals.
- **Dedicated Search Process:** Our Executive-level placements require more extensive search process, including headhunting, in-depth interviews, and thorough vetting to ensure the candidate is a strategic fit for the leadership role.
- **Comprehensive Support:** We provide end-to-end support throughout the recruitment process, from initial candidate identification to final offer negotiation and onboarding, ensuring a smooth and successful placement.
- **Market Insights:** Our team leverages market intelligence to ensure that compensation expectations are aligned with industry standards and that the candidate's qualifications meet the City leadership needs.
- **Quality and Retention Focus:** Our emphasis is on long-term success and candidate retention, ensuring that the leaders we place have the expertise, experience, and vision necessary to drive the City's objective forward.

We believe that our fees represent the value and expertise we bring to executive-level recruitment and are committed to ensuring that the City investment yields high-quality, long-term leadership for the City.

This position is adapted to industry standards, experience levels, and contract specifics in terms of pay rate, bill rate, and associated charges. Below is an overview of pricing that is both competitive and flexible, and is designed to meet the City needs:

Positions	Annual Salary	Fee Percentage	Bill Rate
City Manager	\$130,000.00	18%	23,400.00

We are enthusiastic about the chance to assist the City in this important leadership transition and we are dedicated to delivering a process that is inclusive, efficient and the results driven.

4. MINIMUM OF THREE (3) PROFESSIONAL REFERENCES

REFERENCE 1

Name of the Customer Company	Vastek
Contact Name	Vikash Mishra
Phone Number	858-568-3461
Email	vikash.mishra@vastekgroup.com
Mailing Address	1230 Columbia Street, STE 1180, San Diego, CA-92101

REFERENCE 2

Name of the Customer Company	Ecqr Inc.
Contact Name	Ryan Cabo
Phone Number	510-256-0357
Email Address	contracts@ecqrinc.com
Mailing Address	6540 Lusk Blvd, San Diego, CA-92121

REFERENCE 3

Name of the Customer Company	BCVS Group
Contact Name	Sam Sharma
Phone Number	201-942-4701
Email Address	contract@bcvsgroup.com
Mailing Address	1230 Colombia St, San Diego CA 92101.




5. ABILITY TO PROVIDE APPLICABLE INSURANCE COVERAGE

LanceSoft's Sample Certificate of Insurance

ACORD		CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YYYY) 7/1/2025		
<p>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.</p> <p>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).</p>						
PRODUCER Marsh & McLennan Agency LLC 20 North Martingale Road Schaumburg IL 60173		CONTACT NAME: Laura Karr PHONE (A/C, Toll Free): (847) 247-3042 FAX (A/C, Intl): (847) 440-8128 E-MAIL: Laura.Karr@MarshMMA.com ADDRESS: Laura.Karr@MarshMMA.com		INSURER(S) AFFORDING COVERAGE		
INSURED LanceSoft, Inc. 2121 Cooperative Way, Suite 130 Herndon VA 20171		INSURER A: CONTINENTAL CASUALTY COMPANY		NAIC # 20443		
		INSURER B: PHILADELPHIA INDEMNITY INSURAN		18058		
		INSURER C: ZURICH AMERICAN INSURANCE COMP		18535		
		INSURER D: Tokio Marine Specialty Insuran		23850		
		INSURER E: Midvale Indemnity Company		27138		
		INSURER F:				
COVERAGES		CERTIFICATE NUMBER: 1819178038		REVISION NUMBER:		
<p>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.</p>						
INSR LTR	TYPE OF INSURANCE	ADULT SUBR INSUR AVAIL	POLICY NUMBER	POLICY EFF. (MM/DD/YYYY)	POLICY EXP. (MM/DD/YYYY)	LIMITS
B	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> Contractual Liab		PHPK2573591004	7/1/2025	7/1/2025	EACH OCCURRENCE \$2,000,000 Deductible to be noted PREMIERES (if a occurrence) \$1,000,000 MED EXP (Any one person) \$20,000 PERSONAL & ADV INJURY \$2,000,000 GENERAL AGGREGATE \$4,000,000 PRODUCTS - COMP/OP AGG \$4,000,000 OTHER \$
D	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRE AUTOS ONLY	<input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY	PPK2574633002	7/1/2025	7/1/2025	COMBINED SINGLE LIMIT (if a accident) \$5,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ OTHER \$
E	<input checked="" type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB <input checked="" type="checkbox"/> RETENTION \$10,000	<input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE	PHUE671363004	7/1/2025	7/1/2025	EACH OCCURRENCE \$10,000,000 AGGREGATE \$10,000,000 OTHER \$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER/CLERK/EMPLOYEE (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	WQ277362304	7/1/2025	7/1/2025	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
A B E	Crime - Third Party Professional Liability (E&O) EPL		2087274915 PHPK2573591004 BCPD4699602	7/1/2025 7/1/2025 7/1/2025	7/1/2025 7/1/2025 7/1/2025	Occ: \$5,000,000 Occ: 1,000,000 Occ: 1,000,000 Ded: 50,000 Agg: 3,000,000 Agg: 3,000,000
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101. Additional Remarks Schedule, may be attached if more space is required) Proof of Insurance: Excess Commercial Umbrella - Policy#100042883208 - Effective: 7/1/2025 Expiration: 7/1/2026 - Occurrence: 5,000,000 General Aggregate: 5,000,000 - Insurer affording coverage: Liberty Insurance Underwriters, Inc. The Excess Umbrella sits over the General Liability and Employers Liability. Excess Employment Practices Liability - Policy#S0008EL00025602 - Effective: 7/1/2025 Expiration: 7/1/2026 - (\$2M Occurrence/Aggregate Limit: \$0 Deductible) - Insurer Affording Coverage: Accelerant Specialty Insurance Co. The Excess Employment Practices Liability sits over the Employment Practices Liability Policy. See Attached.						
CERTIFICATE HOLDER			CANCELLATION			
Proof of Insurance			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 <i>Line Tally</i>			

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AGENCY CUSTOMER ID: LANCINC-01	
LOC #: _____	
 ADDITIONAL REMARKS SCHEDULE Page <u>1</u> of <u>1</u>	
AGENCY Marsh & McLennan Agency LLC	NAMED INSURED LanceSoft, Inc. 2121 Cooperative Way, Suite 130 Herndon VA 20171
POLICY NUMBER	
CARRIER	NAIC CODE
EFFECTIVE DATE	
ADDITIONAL REMARKS THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM. FORM NUMBER: <u>25</u> FORM TITLE: <u>CERTIFICATE OF LIABILITY INSURANCE</u>	
<p>Insured owns no Autos.</p> <p>Excess Hired & Non-Owned Automobile - Policy#RTSX300149- Effective: 7/1/2025 Expiration: 7/1/2026 - \$1M Limit- Insurer Affordng Coverage: Underwriters at Lloyds of London. Excess Auto policy extends coverage to the Hired & Non-Owned Auto policy.</p> <p>Cyber and Tech E&O (Network Security & Privacy) - Crum & Forster Specialty Insurance Company - 7/1/2025-7/1/2026 - TCM109210 - Per Claim/Agg. \$5,000,000</p> <p>Proof of Insurance Only</p>	
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OCTAGON STAFFING, LLC
— BRIDGING THE GAP BETWEEN GROWTH AND PEOPLE —

**Octagon Staffing, LLC
2327 Commerce St.
Suite 100B
Houston, TX 77002**

For



**City of Dillingham, Alaska
RFP No. 2025-03**

Recruiting & Executive Search Services

November 13, 2025

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OCTAGON STAFFING, LLC
BRIDGING THE GAP BETWEEN ORGANIZATIONS AND PEOPLE

Thursday, November 13, 2025

City of Dillingham
P.O. Box 889
Dillingham, AK 99576

Attention: Mayor

Octagon Staffing, LLC ("Octagon") appreciates the opportunity to respond to the City of Dillingham ("the City") Request for Proposals (RFP) to perform Recruiting & Executive Search Services.

Octagon Staffing, LLC
2327 Commerce St., Suite 100B
Houston, TX 77002
Phone and Fax Number:
www.octagonhr.com

Single Point of Contact:
Elizabeth Gutierrez
Chief Operating Officer
(281) 962-1025 / (832) 827-3900
elizabeth@octagonhr.com

We propose to become an extension of your organization, working together to meet your needs and expectations. Octagon Staffing, LLC will develop a comprehensive program that is customized to meet the City of Dillingham's objectives.

Octagon's model highlights our commitment to customer service and our focus on employing cost controls, as well as extensive recruiting and screening processes. No matter the goal, Octagon is committed to providing the necessary resources to get the job done.

With our proprietary technology and proven methodologies, we streamline the recruiting process reducing administrative burden and improving time-to-hire outcomes. Our comprehensive program will include tailored strategies for executive and professional recruitment, candidate assessment, timekeeping, reporting, and ongoing performance management. Each component of our service model is guided by our core values: accountability, transparency, and unwavering client partnership.

Octagon's operational framework emphasizes cost efficiency, rigorous candidate screening, and a personalized client experience. We are dedicated to maintaining open communication, ensuring the City of Dillingham receives the highest level of professional service throughout every stage of the engagement.

We welcome the opportunity to establish a long-term partnership with the City of Dillingham and to contribute meaningfully to your leadership recruitment efforts. Should you or any of your team members have questions, please feel free to contact me directly. This proposal will remain valid for ninety (90) days from the submittal date.

Sincerely,

Elizabeth Gutierrez

2327 Commerce St., Suite 100B
Houston, Texas 77002

(281) 885-7782

www.octagonhr.com

SECTION 1:
COMPANY OVERVIEW AND EXECUTIVE
SUMMARY

COMPANY BACKGROUND AND INTRODUCTION

Founded in 2018 by Andy Soles, Octagon is a nationwide full-service consulting and staffing firm that provides contract, temp-to-hire, direct hire, contingent workforce, peak period, and project staffing or recruitment process outsourcing services across several occupational categories to produce performance-driven employees. We are a certified M/SBE and HUB firm that is founded and operated in Texas. Octagon has placed associates in the areas of administration, clerical, professional, call center operations, healthcare, trade, technology, human resources, and general labor.

Octagon offers a unique set of services that encompasses the logistics of sourcing, recruiting, and onboarding a team of vetted and skilled talent to work at the City of Dillingham. Our solidified recruiting process will produce results that will not only meet your expectations outlined in this solicitation but exceed them. In addition to providing qualified talent under tight deadlines, we will also provide access for our clients to track the progress and performance of our resources.

Octagon Staffing, LLC is a business solutions firm specializing in recruiting, human resources solutions, and business consulting. The company was built by professionals specializing in these backgrounds to serve companies in need of tactical as well as strategic talent acquisition, employee life-cycle solutions, and outsourcing solutions.

Octagon Staffing, LLC Talent Acquisition and Management Solutions can assist companies by utilizing client-specific processes and leveraging technology to transform the HR landscape. Elevating HR above transactional tasks to a level where more strategic planning and programs can take place will facilitate success for organizations today and tomorrow.

More specifically, Octagon offers recruiting, executive search, human resources solutions, managed services and outsourcing programs, and workforce performance programs. Octagon is highly regarded and able to provide areas of expertise including administrative/clerical, technical/professional (including human resources, education, engineering, finance, and accounting), information technology, call center operations, healthcare, records, and information management, as well as general labor personnel.

Octagon offers all the services needed to find the right people for the best staffing solution.

Octagon Staffing, LLC has staffed the following positions and is currently conducting Executive Search Services for our clients:

<i>President/Chief Executive Officer</i>	<i>Business Development Manager</i>
<i>Human Resources Business Partner</i>	<i>Chief Financial Officer</i>
<i>Financial Controller</i>	<i>Director of IT</i>
<i>VP of Operations/COO</i>	<i>Site Director</i>
<i>Chief Operating Officer</i>	<i>Chief Strategy Officer</i>

Octagon truly understands the importance of supplying our clients with a diverse and qualified group of professionals from which to pick the best fit to help your organization continue to thrive.

DIRECT EXPERIENCE

A partnership with Octagon Staffing, LLC brings the following value:

- Reduced total cost of recruitment
- Improved scalability to adjust to hiring volume changes
- Access to industry expertise and database in excess of 100,000 local candidates

Clients see Octagon Staffing, LLC as more of a business partner than a vendor, partly because we use the most advanced technology possible for the delivery of our staffing services. In addition to utilizing the latest technological developments, we recruit, test, and train the highest caliber employees. It is the outstanding job performance of our employees that has helped to build our excellent reputation as a quality staffing company.

Octagon Staffing, LLC is proud to be a successful staffing partner and an extension of Third Coast Terminals, City of Brownsville, Linebarger, Goggan, Blair & Sampson, Dallas ISD, San Antonio ISD, TollPlus and many more. Octagon was able to help recruit and manage prospects with a quick ramp up time by proposing a unique outsourcing model that provided them with the following advantages:

- Focus on unique core competencies
- Utilize the intellect and process of another organization
- Acquire leading-edge technology
- Reduce costs
- Improve performance accountability

Our recruiting expertise and quality focus drive every step of our talent acquisition process and strategy. Many recruitment companies can help bring new hires in the door. The real value is in finding a recruiting partner that can hire the right talent at the right time and help you keep your talent. We can create recruitment campaigns to hire the best talent for all skill levels, from entry level to executive, while helping you retain your employees.

We utilize "high touch" and "high-tech" recruitment strategies to foster key relationships in the recruitment lifecycle, as well as a highly skilled and experienced team that can efficiently support high volumes of recruitment administration. Our customizable solutions consist of world class processes, technologies optimized for business process outsourcing, and extensive industry expertise.

Octagon Staffing, LLC has established a proven record of success in delivering high-quality staffing and placement services across a wide range of industries. Our team consistently achieves a successful placement rate exceeding expectations, with client satisfaction measured through performance feedback, retention outcomes, and repeat engagements. We attribute this success to our targeted recruitment strategies, thorough vetting processes, and commitment to understanding both client culture and position-specific requirements. By aligning candidate qualifications with organizational needs, we ensure that each placement contributes to long-term success and workforce stability. Octagon's consistent performance reflects our ability to meet and often exceed client expectations in comparable staffing engagements.

SECTION 2:

PROFESSIONAL QUALIFICATIONS

STAFF INFORMATION

At Octagon Staffing, we focus on one client at a time, thus allowing for faster, consistent scalability in shorter time frames. The team assigned to the City of Dillingham as well as the amount of time they will dedicate to this project will be determined upon contract award by Elizabeth Gutierrez, our Chief Operating Officer. Assigned to the City of Dillingham's team will also be Octagon's Managing Partner, Andy Soles.

Octagon will appoint a primary liaison with the City of Dillingham. We have found that having a primary point of contact is the most effective channel of communication. This liaison will personally be responsible for ensuring that the team meets all the City of Dillingham's deadlines and project requirements.



Andy Soles – Managing Partner

Andy has more than twenty years in human capital management with the last fourteen in executive leadership roles. Before founding Octagon Staffing, LLC, he was the President of ChaseSource, LP a national human capital consulting firm for seven years. During his tenure with ChaseSource, LP, the business grew from a small business enterprise to one of the top minority firms in the US, operating in more than twenty states. Andy manages overall strategic direction, sales and marketing efforts, business operations, and employee development for Octagon Staffing, LLC. His distinguished career in both business and general staffing will serve him well as he and his teams focus on the growth of their accounts.

Andy has a history of unparalleled passion for serving clients, driving excellence, and building opportunities. With over a decade and a half of success in human capital management, he is uniquely positioned to help businesses sustain productivity, retain profitability, and grow.

Significant to his executive-level experience in the talent industry is his proven ability to identify and develop leaders and teams that achieve consistently high levels of performance. His enthusiasm and instincts for eye-for-talent recruitment enable companies and partners to discover the right people solutions for small to medium businesses, global Fortune 100 companies, and organizations that operate in multiple locations.

Andy is a graduate of North Carolina A&T State University with a degree in Business.



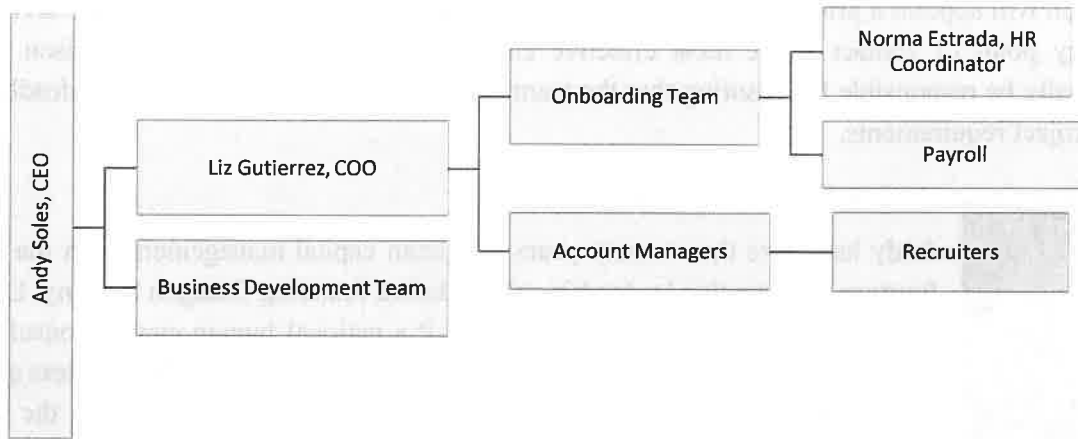
Elizabeth Gutierrez – Chief Operating Officer

Elizabeth has more than ten years as an experienced Human Resources and Client Relationship Manager, with a demonstrated history of working in multiple industries. Elizabeth joined Octagon Staffing in February 2019, after relocating to Dallas, TX, from McAllen, Texas. Adept at creating winning strategies for clients, Elizabeth is responsible for Octagon's top clients and leads a team of recruiters and consultants.

Elizabeth and her team are responsible for, but not limited to, recruitment and resourcing (full lifecycle), employee relations, and records management. Skilled in team building, staffing, recruiting, client management, and human capital, Elizabeth graduated Cum Laude with a

Bachelor of Arts focused in Psychology and a minor in Business Administration from The University of Texas-Pan American.

Elizabeth will be an integral consultant assigned to the City of Dillingham. Elizabeth's attention to detail and understanding of her client's needs continues to create long-term partnerships with numerous clients with a wide spectrum of requirements.



AVAILABILITY OF TEAM

Octagon Staffing, LLC understands the importance of strong communication between all levels of client management. We would like to affirm that we have no other contractual obligations that would impede this opportunity. Octagon will dedicate an Account Manager (“AM”) who will be the City of Dillingham’s single point of contact for consultation, customer support, and service. The AM is accountable for Octagon’s overall business relationship with the City of Dillingham. The AM will act as the primary client liaison, taking responsibility for all employee relations, and will have a team that consists of experienced Recruiters to ensure that no detail is missed. Including them in the process from day one helps us to truly deliver our services and eliminates the chance for an unfortunate sale to operations disconnect to occur.

The dedicated AM will be the City of Dillingham’s single point of contact for consultation, customer support, and customer service. Accountable for Octagon’s overall business relationship with the City of Dillingham, the AM will be responsible for:

- Delivering on Octagon Staffing, LLC’s commitment to Service Excellence across our partnership.
- Ensuring Octagon Staffing, LLC’s compliance with established service levels including establishing required communication frequency required by the City of Dillingham.
- Monitoring Octagon Staffing, LLC’s service consistency.
- Identifying and implementing appropriate solutions to align Octagon Staffing, LLC’s service with your evolving needs.
- Sharing the value of Octagon Staffing, LLC as a business partner to the City of Dillingham’s Executive Management.
- Resolving business or service issues as needed

Set up underneath leadership as support and available to the City of Dillingham is our qualified, talented, and trained, Houston Recruitment Team (HRT). The HRT is managed by Octagon’s Chief Operating Officer and composed of the key AM and their recruitment team assisted by Octagon’s HR Coordinator and back-office support.

The AM and their team will establish a benchmark for talent assessment that is fully customized to ensure recruitment direction is above standard. We recommend implementing a Service Level Agreement (“SLA”), which is an important component of our commitment to service excellence, with the City of Dillingham mutually identifying performance goals that are important to the success of the relationship. To provide the best possible value to the City of Dillingham, Octagon Staffing, LLC believes that the SLA should focus on quality and productivity, ensuring that the City of Dillingham’s users are provided with professional, effective, and efficient service.

The project will be assessed using tools and techniques prescribed by Octagon methodology including, but not limited to, strategy, impact analysis, phone, and face-to-face interviews, focus groups, job shadowing, communication, training plans/ materials, and job design.

Our reliable infrastructure provides the foundation for client-customized interfaces making product delivery faster and more precise. By executing an aggressive selection and onboarding

process, as well as maintaining continuous employee management communication, we have a proven track record in lowering attrition rates.

Our account management team monitors incoming requests daily to ensure prompt follow-up, clear communication, and consistent service delivery. This structure ensures that no request goes unanswered and that all staffing needs, either routine or time-sensitive, are addressed with professionalism, efficiency, and accountability. Octagon's responsiveness allows clients to remain confident that workforce needs will be met swiftly and effectively.

ENGAGEMENT AND REPORTING APPROACH

Octagon understands and values the City of Dillingham's commitment to collaboration, communication, and transparency throughout the executive search process. We recognize the importance of establishing a clear understanding of expectations and priorities from the very beginning of our engagement. As such, our team will be fully available for an on-site, in-person consultation at project kickoff to ensure alignment of goals, timelines, and candidate profile development.

In addition to this initial meeting, Octagon will provide monthly progress updates that detail key milestones, candidate outreach activity, and search progress. These updates may be delivered through written reports, scheduled video conferences, or teleconferences, whichever format best suits the City's preferences. Our goal is to maintain a consistent and proactive communication cadence that ensures transparency and keeps all stakeholders informed at every stage of the recruitment process.

While we are committed to in-person engagement when most beneficial, Octagon also offers flexible video conferencing options throughout the duration of the project. This accessibility allows our team to remain responsive and connected, ensuring that feedback, status updates, and decision-making discussions can occur efficiently without compromising quality or collaboration.


Our approach reflects our dedication to partnership and our belief that open, ongoing communication is essential to the success of every executive search.

SECTION 3: **REFERENCES AND EXPERIENCE**


REFERENCES

Octagon submits the following client references as evidence of our experience in providing similar services to those requested by the City. This list is meant to be a sample of our experience, not an exhaustive list.

Family Tree Private Care	
Contact Name/Title:	Dionn Jones, MBA, COO
Address:	3600 S. Gessner Rd., Suite 150 Houston, TX 77063
Phone:	713-333-9991
Email:	Dionn.@familytreecares.com
Dates of Service:	December 2022
Scope of Work:	Recruiting - Chief Operating Officer.




Houston First Corporation	
Contact Name & Title:	Frank Wilson, Chief Financial Officer
Address:	701 Avenida de las Americas, Houston, TX 77010
Phone:	713-853-8353
Email:	frank.wilson@houstonfirst.com
Dates of Service:	February 2022 - Current
Scope of Work:	Provided comprehensive executive search services for leadership roles, supporting the client's talent acquisition strategy.



Palletized Trucking Inc	
Contact Name & Title:	Jessica King, President
Address:	2001 Collingsworth Street, Houston, TX 77009
Phone:	713-225-3303
Email:	jessicak@palletized-trucking.com
Dates of Service:	November 2024 - Current
Scope of Work:	Recruiting - COO, HRBP, Sales Director, etc.



Regional Steele	
Contact Name & Title:	Sherry McShaffry
Address:	4853 US Highway 87 South, Victoria, TX 77905
Phone:	361-578-5277
Email:	sherrymcshaffry@regionalsteel.net
Dates of Service:	August 2021- Present
Scope of Work:	Executive Search Services for General Manager.



Midway Group	
Contact Name & Title:	Hartej Singh, Partner
Address:	9069 Tamina Rd., Conroe, TX 77385
Phone:	936-856-6700
Email:	hartej@midwayinvestments.com
Dates of Service:	June 2021 - Current
Scope of Work:	Executive Search Services for various positions including Memory Care Director, Resident Care Director, and more.



SECTION 4:

RECRUITMENT SERVICES

DEVELOPING THE POSITION PROFILE

Octagon Staffing, LLC customizes every client's implementation process, which provides a full range of activities to ensure that all service delivery goals and objectives are exceeded. Most importantly, we will work very closely with the City of Dillingham hiring managers during the program rollout to ensure specific site and end-user needs are addressed, relations with incumbents are handled professionally, and all associates are well-informed and productive. Our formal project plan will be updated with scheduled task(s) and completion details frequently and distributed to joint members for both the City of Dillingham and Octagon Staffing, LLC to ensure overall goals and objectives are aligned and being met successfully. Octagon will guide the hiring managers through an in-depth needs analysis process that will include the following topics:

- Understand your history, story, vision, etc.
- Culture/alignment
- Background, experience, and credential requirements
- Candidate attribute ratings (See "Vetting" below)
- Search process
- High level of confidentiality
- Interview process
- Staying in contact with shortlisted candidates so they stay interested throughout the process
- Candidate offer and onboarding process

VETTING APPROACH

We will use the following vetting techniques to ensure that the Search Committee knows as much as possible about each candidate who makes the Committee's shortlist:

- 4 C's Assessment – Used to assess the candidate's character, contribution, culture, and commitment
- Detailed background information on specific career accomplishments, strengths, weaknesses, experiences, and challenges
- 360° reference checks; 2 direct reports, 2 peers, and 2 superiors, including ratings on about 45 attributes, which are compared to the candidate's self-ratings to ascertain self-awareness
- Employment and compensation verification
- Criminal background check
- Education and Certification Verification (optional)
- Drug screen (optional)

We will submit a full dossier on each shortlisted candidate.

OCTAGON DEDICATION

Commitment to service is the cornerstone of our business. Our goal is to provide every client with the highest quality of customer service. Octagon Staffing, LLC will deliver on this customer service promise through actively listening to the wants and needs of our clients and formulating a strategic plan to seamlessly carry out those wants and needs successfully. Octagon will consistently communicate with our clients with nothing less than honesty, integrity, and respect. We truly believe that this is why our percentage of repeat clients is so lucrative.

Octagon knows that an intelligent recruiting strategy goes well beyond filling job requisitions. We employ beginning-to-end solutions to recruit and hire staff with the requisite skills and attributes to meet our client's business needs.

TAILORING THE PROCESS

Octagon Staffing, LLC understands the importance of quality, so each recruiting effort is custom tailored to the job requirements, the job environment, and geographic location so we can maintain standards of excellence.

Octagon creates a client specific strategic plan to recruit candidates based around market location, skill set, and timelines. This requires a more detailed, action-oriented recruitment plan that includes implementation steps and evaluation criteria. Our recruitment plan will closely tie marketing techniques and branding activities. It also includes some activities found to be effective in recruiting in densely populated areas. Once the plan is active, regularly scheduled reviews will be performed to track progress and outcomes and adjust our approach, if necessary.

DIVERSIFYING OUR POOL

As a certified Minority/Small Business Enterprise, Octagon is deeply committed to fostering diversity, equity, and inclusion in every aspect of our recruitment process. We believe that a diverse workforce enhances innovation, perspective, and performance. Our sourcing strategy is intentionally designed to attract candidates from a broad range of backgrounds, experiences, and communities, including historically underrepresented groups.

We maintain partnerships with local organizations, minority-serving institutions, and community-based employment initiatives to expand our reach and connect with diverse talent pools. Additionally, all job postings and outreach materials reflect inclusive language and equitable practices to remove barriers to access. Through these efforts, Octagon ensures that clients receive high-quality candidate pools that reflect the diversity of the communities they serve and contribute to a more inclusive workforce environment.

BUSINESS METHODS AND APPROACH TO IMPLEMENTATION

Pre-Implementation Phase

During the pre-implementation phase, the overall scope of the program is established, and the contract is negotiated. Octagon Staffing, LLC ensures that the team that will implement the program also has responsibility for contract review. Including them in this process helps us to truly deliver our services and eliminates the chance for unfortunate sales-to-operations disconnects to occur.

Implementation Plan Design Phase

The plan design is the most important and time-consuming portion of the implementation. This is the foundation of the implementation process, and when completed jointly with the client, ensures the smooth installation of Octagon's Program.

During the plan design, all the parties involved collectively customize the Octagon Program to meet the client's strategic contingent workforce needs, objectives, and goals.

The following are required plans that every Octagon Program must have customized and completed before the launch:

Technology Plan
Report Design Plan

Orientation Plan
Invoicing Plan

Operations Plan
Quality Plan

Program Transition Phase

Program Transition is simply implementing the plans, opening the service delivery channels, and ensuring that the transition does not adversely affect business. Our team's attention to specific plan completion will ensure a smooth and successful transition with minimal disruption to current work schedules and demands.

Communication Phase

The goal of this phase is to begin presenting candidates to the City of Dillingham's hiring managers. Based on the method and process established in the Implementation Plan Design Phase, Octagon's AM will initiate the presentation process and send over all viable candidates upon their completion of the Octagon Staffing's Candidate Screening Process.

Once candidates are presented, Octagon's AM will continue to manage communication between the City of Dillingham's hiring managers and candidates. The timeline will heavily depend on how specialized each assignment is. Typically, our searches are approximately 8-12 weeks from kick-off to placement.

Evaluation and Measurement Phase

The final phase of the implementation is an ongoing process that commences at the beginning of the program design and lasts through the implementation of the Octagon Staffing, LLC Program, as we continuously measure and evaluate successes and improvement opportunities.

IMPLEMENTATION TIMELINE

Because Octagon customizes performance metrics and benchmarking specific to the operational needs and program goals of each client, additional metrics can be identified during account implementation.

PRE-IMPLEMENTATION PHASE

The program scope is established. The contract is negotiated and executed.

Tasks to be performed

Notification to Octagon Staffing, LLC of Award.

Finalize Contract Agreement.

Determine the date of the initial Implementation Meeting with both Octagon and the City of Dillingham's Stakeholders.

WEEK 1 - Implementation Phase Design

This is the most detail-oriented phase of the implementation with the length of the plan design contingent upon the relevant groups that need to be brought together from Octagon Staffing, LLC, and the client, as well as the extensiveness of the contract requirements.

Tasks to be performed

Operations Plan

Octagon's Team will meet with the City of Dillingham's team to explain the onboarding structure by department(s) and identify dates and times for the initial "Meet and Greet" for the current staff.

Establish all operational procedures.

Establish the order/requisition process.

Establish Partnership Account status.

Establish pre-employment screening and testing requirements.

Report Design Plan

Ascertain the types of reports required by the client.

Determine the organizational hierarchy.

Identify information to be reported.

Select a method of reporting and identify the report format.

Select a method of distributing reports.

Identify recipients of each report and the desired frequency of reporting.

WEEK 2 – Identify Sources of Candidates

This is a vital part of the plan design. Our initial search will involve a vetting of internal candidates along with an outreach within our database and network to identify candidates.

Tasks to be performed

Our initial search will involve vetting of internal candidates along with an outreach within our database and network to identify candidates. For the positions requested, we have all the typical tools including our personalized programs - LinkedIn, Indeed, CareerBuilder and others - but the connections of our Executive Staff are more valuable for an ideal candidate. Additional advertising will be conducted, if required.

Recruiting internally saves time and money in the recruitment process; reduces training time as the candidate needs little orientation, improves productivity as the promoted staff member should be highly motivated to succeed, improves morale because other employees see a possible in-house career path for them and facilitates succession planning to those showing potential for advancement. Internal recruitment is only successful if all employees have equal opportunities to get information about available positions and are given the opportunity to apply.

WEEK 3 – Candidate Sourcing and Screening

During this time, the Account Managers will begin to review resumes and conduct phone and video interviews with each potential candidate. These phone interviews will include a detailed discussion with the candidate to gather background and job requirements. Our Recruiters will use the phone interview to assess candidates' qualifications and determine next steps.

Tasks to be performed

Once candidates have been identified, the candidate will be taken through the Octagon Executive Level process.

The Octagon Executive Level process begins with an initial phone screen and phone interview then moves into an extensive direct hire questionnaire that involves a deep dive into self-appraisal, leadership attributes, management, and interpersonal competencies. This is followed up with a face-to-face (or virtual) interview.

Then 3-5 reference checks are completed including colleague and subordinate. This gives us a well-rounded viewpoint of their management up and down the levels of an organization.

WEEK 4 – Interview Stage

If requested, Octagon Staffing, LLC will schedule an interview (phone or face-to-face) with the candidate and hiring manager.

Tasks to be performed

Throughout our process, the AM will continuously keep the City of Dillingham's hiring managers updated on the pipeline and candidate status. As strong, qualified candidates move through the Octagon Executive Level process, the AM will present each candidate separately. Upon review of the candidate, the City of Dillingham's hiring managers will decide if they would like to schedule an interview. The AM will work with the client to arrange interview times.

WEEK 5 – Debriefing Stage

Tasks to be performed

Following all scheduled interviews, the AM will not only follow up with the City of Dillingham's team to obtain feedback and determine next steps, but the AM will also follow-up with the candidate to gather his/her levels of interest and compatibility.

All candidates passed by the client will be notified and thanked for their time.

WEEK 6 – Offer Stage

Tasks to be performed

Once the client has selected the best candidate for their job and would like to move forward with an offer, Octagon Staffing, LLC will extend the offer and validate the start date.

ONBOARDING AND POST OFFER SERVICES

Octagon's Account Manager will continue to stay engaged and in contact with the candidate from the time of offer through the first six (6) months of employment. As a part of our process and quality control plan, the dedicated AM will reach out to the client to confirm the selected candidate's arrival and status.

To ensure client satisfaction and long-term success, our company offers a candidate replacement policy as part of our staffing services. If a placed candidate resigns or is terminated within an agreed-upon period (to be negotiated if awarded) we will conduct a replacement search at no additional cost. This policy reflects our commitment to delivering quality placements and maintaining strong, lasting partnerships with our municipal clients.

QUALITY CONTROL PLAN

Arrival Calls: the City of Dillingham's hiring manager will receive a phone call from Octagon Staffing, LLC within 15 minutes of the employee's scheduled start time to verify arrival.

Initial Quality Check: Within four to eight weeks following the employees' arrival, Octagon will communicate with the City of Dillingham's hiring managers to assess their satisfaction and ensure the employee is performing at/or above expectations.

Periodic Bi-Annual Performance Checks: Octagon will communicate with the City of Dillingham's hiring managers according to the user's preference to verify satisfaction with the employee's performance.

VERIFICATIONS

Octagon Staffing, LLC offers employment verification, education and certification verification and drug services.

- **Employment Verifications:** Octagon can provide three (3) employment verifications, upon request, to verify a candidate's experience, work history and tenure.
- **Education and Certification Verification:** Octagon can provide the City of Dillingham with a copy of a diploma and/or certification, upon request, and through our verification process, we will confirm its validity.
- **Drug Test:** Octagon can provide urine or hair follicle drug screens with a range of 5, 10 or 12 panel options. Octagon recognizes that neither of our clients are alike and offers each client the ability to create a customized drug test panel, at the request of the City of Dillingham, to best meet their background and requirements.

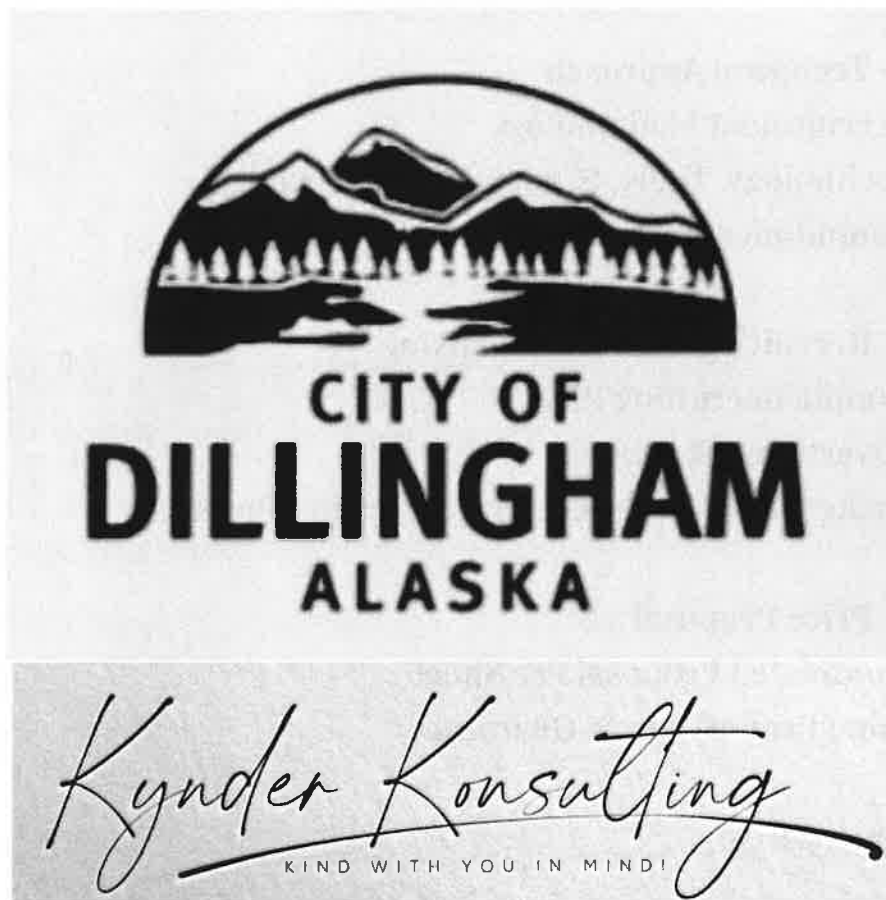
SECTION 5:

COST PROPOSAL

FEE STRUCTURE

Octagon Staffing, LLC — Direct Hire Pricing Proposal			
RFP Title:	Recruiting & Executive Search Services	RFP No:	2025-03
Client:	City of Dillingham, AK	Date:	Wednesday, November 12, 2025
Placement Fees & Estimated Costs			
Position	Salary Range	Placement Fee	Notes
City Manager	To be determined by Client.	25%	This fee will be based off candidate's first year salary.
This fee covers the full scope of search services, including candidate sourcing, screening, background checks, one trip to the client, and job advertising. No other earnings are included in this Agreement.			
Guarantee & Payment Terms			
Payment Terms	Fees are to be paid within fifteen (15) calendar days from the Candidate's start date		
Replacement Policy	Octagon will conduct a replacement search at no additional cost if a candidate resigns or is terminated within an agreed-upon period (to be negotiated if awarded)		
Expense Policy	Expenses pertaining to potential candidate(s) travel will be billed separately back to the client at cost.		
Travel Policy	Travel will be billed at cost back to the client and will be subject to client approval.		
Octagon Staffing, LLC acknowledges that the Client is not liable for multiple search firm fees for the same candidate. If duplicate resumes are received from competing search firms for the same candidate, the firm that has presented the candidate first to the Client will be entitled to the fee. Octagon Staffing, LLC follows the reimbursement guidelines set forth under the State's travel regulations for all billable travel expenses for potential candidate(s) travel (i.e., airfare, lodging, per diem, mileage, etc.).			
Prepared By:	Octagon Staffing, LLC		
Contact:	Elizabeth Gutierrez, Chief Operating Officer, rfp@octagonhr.com		

REQUEST FOR PROPOSAL
EXECUTIVE SEARCH SERVICES
RFP 2025-03



Proposed By: Kwana Jackson, Founder & Principal Consultant

Date: 11/10/2025

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Proposal for Executive Recruitment Services

Submitted by Kynder Konsulting LLC

In Partnership with the City Council of Dillingham, AK

RFP 2025-03

Transmittal Letter (10% Scoring)

Kynder Konsulting LLC is honored to submit this proposal in response to RFP 2025-03– Executive Search issued by the City of Dillingham, AK. As a certified Woman-Owned Small Business (WOSB) with 20+ years of HR and recruitment expertise, Kynder Konsulting stands ready to partner with the City of Dillingham, AK to identify, attract, and secure the visionary leader needed to advance your vision *to have an infrastructure and city workforce that supports a sustainable, diversified and growing economy.*

We understand that the City of Dillingham, AK seeks a trusted partner who can execute nationwide searches for the City Manager role with speed, accuracy, and integrity. The city has highlighted its goals of advertising, outreach, screening and assessing qualified candidates and maintaining ongoing communication with the City Council through the Mayor.

Through Kynder Konsulting’s proven search methodology, we combine national reach with local expertise to deliver 3–5 highly qualified finalists per search, backed by rigorous background screenings, credential verification, and great client/candidate experiences. We will leverage cutting-edge recruiting technology (LinkedIn Recruiter, industry job boards, social media), and community outreach strategies to reflect Dillingham, Alaska’s community, and personalized candidate engagement that ensures transparency and respect throughout the process.

We will maintain transparency and communication throughout the process to ensure the process delivers on the request of the Mayor and the Council. Our past performance speaks to our ability to deliver excellent results. Kynder Konsulting acknowledges and accepts the requirements of RFP-2025-03, including the six-month engagement term, optional extension based on City approval, 15-day termination clause by either party, and all submission requirements as outlined.

Why Kynder Consulting

- **Proven Track Record in Search:** Successful placements across Fortune 500 companies and privately held firms in multiple industries.
- **Certified & Experienced:** WOSB, SHRM-CP, and SAM-registered firm possessing more than 20 years of HR leadership experience and recruitment expertise.
- **Similar to City of Dillingham's Vision:** Our values of Knowledge, Integrity, Nurturing, and Dedication (KIND) align seamlessly with your vision *to have an infrastructure and city workforce that supports a sustainable, diversified and growing economy.*
- **Flat-Fee, Transparent Pricing:** In direct alignment with the solicitation and addenda, we offer a flat-fee pricing structure for predictability and fairness for the life of the contract.
- **Six-Month Guarantee Agreement:** Should a placement leave or be terminated within 6 months, Kynder Consulting will re-initiate the search at no cost.

Kynder Consulting does not view this engagement as a transaction, but as a partnership. We believe the leader we help place will not only advance the vision of the City of Dillingham but also strengthen the fabric of the community you serve.

Tab 1 – Experience & Qualifications (40% Scoring)

1. Firm Overview

Kynder Consulting LLC is a certified **Woman-Owned Small Business (WOSB)** and **SAM-registered federal contractor** specializing in **Executive Search, Talent Placement, and HR Consulting Services**. Founded on the values of **Knowledge, Integrity, Nurturing, and Dedication (KIND)**, our firm partners with public sector agencies, nonprofits, and private enterprises to deliver **exceptional human capital solutions**.

Our services span:

- Executive & Director-Level Recruitment
- Nationwide Talent Sourcing Campaigns

- Workforce Readiness Training
- HR Advisory & Fractional HR Support

2. Staff Expertise

- **Kwana “KJ” Jackson, SHRM-CP – Founder & Principal Consultant**

Credentials & Experience

Bachelor’s Degree — Business Administration, Management

- **Certified HR Professional (SHRM-CP)**
 - **SHRM Board Member – Greater Henry County SHRM**
 - 20+ years of HR leadership experience including multi-site oversight of recruitment for Fortune 500, privately held firms, and non-profit entities.
 - Experience includes sourcing, screening, vetting, assessing, and interviewing qualified candidates for Senior to Executive-Level Leadership roles.
 - Proficient in using leading ATS/CRM/Recruiting platforms, social media, and candidate sourcing platforms such as LinkedIn Recruiter to source experienced qualified talent.
- **Additional professional roles held beyond the discipline of Human Resources**
 - Asset Protection
 - Operations
 - Logistics/Receiving
 - E-Commerce

Resume Attached in Email

3. Past Performance

- **Sports & Entertainment Executive Recruitment:** Recruited senior leadership roles, delivering a **45-90-day time-to-hire** for multiple director-executive level positions. Time calculated from posting to Day 1 start.
- **Skilled Trades Executive Recruitment:** Managed a team of 10 recruiters sourcing, screening, vetting and assessing Senior level candidates for placement with a \$2B nationwide construction dealer.
- **Consulting Agency:** Chief of Staff placement for a DEI Executive/CEO

Tab 2 – Technical Approach

4. Recruitment Methodology

Kynder Consulting's recruitment methodology is designed to deliver high-caliber executive talent efficiently and equitably, ensuring that every placement aligns with our client's goals. Our approach blends proven executive search best practices with modern sourcing tools, personalized engagement, and values-based evaluation.

Discovery & Position Alignment

The search will begin with a comprehensive intake and discovery meeting with the Mayor and City Council of the City of Dillingham and any other members of the team suggested. During this phase, we define:

- The position's core competencies, performance objectives, and cultural fit.
- Key stakeholder expectations and leadership attributes aligned with the City of Dillingham's values.
- Desired diversity representation, target industries, and preferred experience levels.

Deliverable: A detailed Position & Profile Summary that guides all sourcing and screening activities.

Targeted Sourcing Strategy

Kynder Consulting leverages both national and local networks to attract diverse and qualified candidates. Our sourcing strategy includes:

- Posting and promotion across industry-specific platforms (Municipals, and Public Administration i.e. [Strategic Government Resources](#)).
- Strategic outreach via LinkedIn Recruiter, internal candidate databases, and national government associations.
- Direct sourcing through referral networks, professional groups, and community-based organizations in Alaska and surrounding states.

Deliverable: A broad yet qualified candidate pool reflecting the diversity, expertise, and alignment with the City of Dillingham's values.

Screening & Evaluation

Each candidate undergoes a multi-step evaluation process to ensure both technical competence and leadership alignment:

- Initial Screening – Resume and credential verification of 6-10 qualified candidates.
- Behavioral Interview – Assesses leadership philosophy, cultural adaptability, and ethical decision-making.
- Technical Competency Review – Evaluates core knowledge in city government, government management or other specialized areas according to role needs.
- Cultural & Mission Fit Analysis – Measures alignment with the City of Dillingham's values and community vision.

Deliverable: A comprehensive candidate profile summarizing experience, interview insights, strengths, and areas of development.

Candidate Presentation & Collaboration

Kynder Konsulting presents a shortlist of 3-5 highly qualified finalists per role. Each finalist package includes:

- Detailed candidate profile and credential summary
- Competency analysis
- Assessment and evaluation reports (if applicable to position/client)
- Comprehensive public records search
- Firm recommendation
- Interview Scheduling/ Assist with Candidate travel arrangements
 - Travel arrangements should be made via the candidate and reimbursable by the City of Dillingham directly for reasonable airfare, hotel, and auto expense if necessary.

Deliverable: A finalist slate ready for executive interviews.

Offer Management & Onboarding Support

Once a finalist is selected, Kynder Konsulting supports:

- Offer negotiation and acceptance coordination between the City of Dillingham and the candidate.
- Guidance on salary benchmarking, relocation, and benefits discussions.

- Post-placement check-ins at 30, 60, and 90 days to ensure a smooth transition and retention alignment.

Deliverable: A successful executive placement backed by a 6-month replacement guarantee.

Continuous Improvement

We believe in benchmarking, measuring outcomes, and learning from every engagement. After each completed search, Kynder Konsulting provides:

- A summary report detailing the search timeline, outreach results, candidate demographics, and lessons learned.
- Recommendations for improving future recruitment efficiency and equity.

This commitment to transparency and data-driven improvement aligns directly with the City of Dillingham's goal of fostering excellence.

5. Technology & Tools

- **Job Boards:** Access to national talent networks.
 - LinkedIn – (including Hispanic and multicultural leadership groups)
 - Strategic Government Resources
- **Local Community Outreach:**
 - Alaska SHRM State Council
 - Northern Alaska SHRM Chapter
 - Anchorage Society for Human Resource Management
 - University of Alaska Fairbanks Bristol Bay
- Link to City of Dillingham's Careers website will be requested
- Canva – used to create marketing/advertising material

6. Communication & Collaboration

- Bi-weekly status reports and candidate pipeline updates. Shared electronic documents can be provided if preferred. (Microsoft Suite or Google Workspace)
- Transparent and streamlined communication with candidates to improve applicant experience.

Kynder Konsulting will submit written monthly progress reports to the Mayor outlining sourcing activities, status of candidates, screening results, finalist slate progress, and any risk areas that require attention or decision-making. These reports can be delivered by email and will be accompanied by updates shared virtually or in person as requested.

Tab 3 – Recruiting Plan & Advertising

7. Sample Recruiting Plan

Kynder Konsulting’s recruitment model emphasizes speed without compromise:

Phase	Estimated Duration	Description
Kickoff Meeting	Week 1	To define candidate profile, cultural fit, and timeline.
Nationwide Campaign Launch	Week 2-3	Ads posted on national and local boards, LinkedIn, Local SHRM Chapter, and industry-specific outlets.
Candidate Selection Process	Week 2-4	Sourcing – attract nationwide talent by advertising open opportunities
Initial Screening	Week 3-4	Resume review, phone/video interview, candidate screening/qualifying questions
Advanced Assessment	Week 4	As required/specified by the client
Finalists Delivered	Week 5-6	Written profiles of 2-3 finalists (minimum) per role, including strengths, opportunities, accomplishments, and references.
Interviews	Week 6-7	Solely dependent on hiring managers’ availability to conduct timely interviews
Offer Negotiation Support	Week 7-8	Assistance with compensation packages and acceptance.

8. Advertising Strategy

- Placement of ads on: LinkedIn, Local SHRM Chapters, local professional job boards.

- Targeted outreach campaigns on **social media** and through **diversity-focused networks**.
- Sample advertisement attached to email

9. Background, Reference & Verification Process

- Consultant shall conduct background checks via 3rd party vendor partner, including but not limited to as required by the City of Dillingham. Education, employment, newspaper research, drug screen, criminal and civil litigation, driver's license, occupational license, if applicable, and certifications on all finalists.

Tab 4 – Price Proposal (20% Scoring)

10. Proposal Fee Structure

Kynder Konsulting proposes the following flat-fee structure (per placement):

Position	Fee	Guarantee
City Manager	\$20,000	6-month replacement

Kynder Konsulting will invoice Dillingham, AK via the following schedule:

- **First Invoice: \$7,500** non-refundable search fee payable at contract signing
- **Second Invoice: Remaining Balance** - will include professional fees and expenses for services incurred as the date of the invoice. Payment is expected within 15 days of Receipt by the City of Dillingham.
- **Additional Reimbursable Expenses**
 - Consultant travel including airfare, lodging, and vehicle rental
 - Candidate in-person interview cost/fees reimbursed to candidate
 - Finalist drug & background screenings - will be billed at cost with prior approval.

11. Value Proposition & Guarantee

- **Six-Month Replacement Guarantee** – If a candidate departs within 6 months, Kynder will reinitiate the search at no cost, with the exception of expenses.
- **Flat-Fee Model** – Transparent, predictable costs aligned with agency budgeting.

- **Return on Investment** – Efficient timelines, improved applicant experience, and leadership hires who sustain long-term organizational impact.
- **Insurance Coverage** – Kynder Consulting maintains professional liability and general business insurance and will provide proof of coverage upon award.

Appendices

- Appendix A – Professional References (10% scoring)

Appendix A – Professional References

Reference 1 – Erica McGruder, Founder, Embrace HR Consulting (Bryan, TX)

Phone: 979-325-0463 **Email:** emcgruder@embracehrc.com

Kynder Consulting maintains an ongoing professional partnership with **Erica McGruder**, founder of **Embrace HR Consulting**, in delivering HR and employee relations support to clients across multiple industries. Erica brings over 15 years of experience specializing in **employee relations, compliance audits, workplace mediation, and HR advisory services**.

Together, we have collaborated on HR initiatives which led to launching a platform that assists hiring managers with addressing common HR issues in the workplace. Erica recently secured a contract with a client, Precision Medical Billing, to serve as their **external HR consultant** to provide HRIS implementation and HRG support. Erica referred Kynder Consulting to her client as a recruitment partner to assist with hiring **two nationwide leadership positions**.

Reference 2 – Samantha O’Neil, CEO HR Consultant, Forge Point Solutions Group (Merrimack, NH) Phone: 603-305-3550 **Email:** soneill@forgepointsolutions.com

Since May 2025, Kynder Consulting has partnered with **Samantha O’Neil of Forge Point Solutions Group** to deliver high-volume recruitment support for one of her clients in **North Attleboro, MA**. In this partnership, Kynder Consulting has successfully filled **16 roles to date**, earning **outstanding feedback from both Samantha and her client’s leadership team**.

Forge Point Solutions Group specializes in **change management, succession planning, leadership development, HR strategy, and employee engagement**. Samantha brings decades of Executive HR leadership experience and is widely recognized for aligning human capital strategies with business goals.

This collaboration demonstrates Kynder Consulting's ability to integrate seamlessly with external HR consultants and other businesses complementing their strategic work with **scalable, results-driven recruiting execution**. Samantha can directly attest to Kynder Consulting's ability to **deliver results quickly, manage multiple requisitions simultaneously, and maintain exceptional client satisfaction**.

Reference 3 – Nzinga Shaw, C-Suite Executive & Attack the Glass Founder (Atlanta, GA) Phone: 646-623-0221 Email: zingwing14@hotmail.com

Kynder Consulting is privileged to count Nzinga “Zing” Shaw as both a mentor and professional reference. Zing is a nationally recognized C-suite executive and thought leader with expertise in **human capital management, DEI, communications, and community engagement**. She was the **first Chief Diversity & Inclusion Officer at four global organizations**, including the **Atlanta Hawks (NBA), Starbucks, Marsh McLennan, and Edelman**, where she pioneered initiatives that remain industry benchmarks.

As my mentor, Zing has observed firsthand my commitment to **executive recruitment, HR advisory, and workforce development**. She can attest not only to the effectiveness of Kynder Consulting's search processes with her own Chief of Staff hire, but also to the integrity, professionalism, and client-centered values that guide our work.

Zing's career includes recognition in multiple “40 Under 40” lists, adjunct faculty appointments, and board leadership roles with **Rising Media Stars and ColorComm**. Her reference underscores Kynder Consulting's alignment with **values-driven leadership and character-based business practices**.



CAPABILITY STATEMENT

Company Overview

At Kynder Konsulting, our story began with a passion to help empower businesses for success. We believe in building partnerships with our clients by offering tailored, scalable, and flexible HR solutions. Our approach is consultative and data-driven, utilizing the latest tools and technologies to serve our clients and their unique needs.

Core Competencies

- Talent Placement
- Executive Search Placement
- Group Training - Recruitment
- Talent Strategy Development
- One-On-One HR Consulting
- Fractional TA Leader
- Workforce Readiness Workshops

Differentiators

- SHRM Certified HR Practitioner leading with empathy and compassion for all people
- WOSB Certified through the SBA
- 20 years of HR & Operations Experience
- Financially solid with established business credit
- Market researcher presenting data-driven facts for business operational decisions

Company Data

From HR consulting to operational support, Kynder Konsulting, LLC is a certified woman-owned firm serving profit, non-profit, school systems, and government agencies. Our proven track record of success positions us as a trusted partner that will deliver excellent results in multiple industries.

- **Inception:** April 2024
- **Firm Size:** 1 Consultant
- **Primary Location:** Georgia
- **CAGE Code:** 09Q88
- **UEI:** XKTFK9ZGMSZ8

NAICS codes

- 541612 - Human Resources Consulting Services
- 541611 - Administrative Management and General Management Consulting Services
- 541618 - Other Management Consulting Services
- 561311 - Employment Placement Agencies
- 721110 - Hotels (except Casino Hotels) and Motels
- 813110 - Religious Organizations

PAST PERFORMANCE



ACCREDITATIONS



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Connect with me. 
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INVITING APPLICATIONS FOR THE POSITION OF: City Manager

ABOUT DILLINGHAM, ALASKA

The City of Dillingham is a First-Class City and has a Council/Manager form of government. The City is located approximately 350 miles southwest of Anchorage, set against a backdrop of Wood River Mountains. The City is home to about 2,300 residents and covers an area of about 36 square miles. The community is largely Yupik Eskimo and the hub of the surrounding Bristol Bay region, as well as being the gateway to Wood Tikchik State Park, the largest State Park in the nation. Many people look to, and rely on, Dillingham for freight, transportation, health, and visitor services.

The city is accessed primarily by air and water, as there are no roads connecting Dillingham to the rest of Alaska's highway system. This isolation has fostered a close-knit community with a strong sense of independence and resilience, and a source of immense pride in it's warm, small-town hospitality.

Dillingham is also rich in Alaska Native culture, with significant portion of the population being Alaska Native, particularly of Yuk'ik descent. The city has a strong connection to its cultural heritage, with subsistence activities such as fishing, hunting, and berry picking remaining important aspects of daily life.

The area surrounding Dillingham is known for its year-round, natural beauty, with vast wilderness areas, rivers, and lakes offering abundant opportunities for outdoor activities such as fishing, boating, and wildlife viewing. The city is also a gateway to Wood Tikchik State Park, one of the largest state parks in the United States, known for its pristine landscapes and diverse ecosystem.



ABOUT CITY HALL

The City of Dillingham is governed by a City Council of six members who are elected by the residents to three-year terms. The Council serves as the legislative body for the City and establishes policy statements that affect the overall operation of the City. The City Manager is appointed by the City Council and is the administrative head for the City and as such supervises all other departments and employees either directly or indirectly. The manager has a responsibility to carry out policies and programs established by the Dillingham City Council in a manner consistent with municipal ordinances. In addition to these and many other responsibilities, the City Manager submits to the City Council such plans, programs, reports and recommendations which will accomplish the purposes of good government within Dillingham.

Dillingham provides a full range of municipal services that fall under nine departments: Administration, City Clerk, City Council, Emergency Operations Center, Finance, Human Resources, Library, Planning, Port, Public Works, and Public Safety. Dillingham employs 56 FTE's on an FY 2024 budget of approximately \$27M.

OUR VISION: To have an infrastructure and city workforce that supports a sustainable, diversified and growing economy. We will partner with others to achieve economic development and other common goals that assure a high quality of living, and excellence in education.

HOW TO APPLY:

Interested candidates should submit by email a cover letter, resume, and list of at least **THREE** job related references (including names, email addresses, and telephone numbers), no later than December 1st 2025, to Kwana Jackson Principal Consultant, Kynder Consulting LLC, at kjackson@kynderconsulting.com. For questions, please call 470-270-7266.

ABOUT THE POSITION

General Description:

The City Manager ensures that the policy direction set by City Council is implemented and that the City's delivery of public services is provided in an efficient and cost-effective manner. Among the Manager's duties: preparing a recommended budget for the Council; recruiting, hiring, and supervising City of Dillingham staff; enforcement of ordinances; purchasing and contracting; supervision of fiscal operations; and providing to the City Council complete objective information to support the City Council in its decision-making process.

Qualifications:

- Knowledge and administration of municipalities, including laws, codes and statutes.
- Knowledge of municipal finance, personnel management, planning, public safety and public works administration.
- Knowledge of organizational behavior, the professional principals and procedures of city management.
- Knowledge of modern office practices, methods and equipment.
- Ability to supervise and motivate others to implement policies formulated by City Council.
- Knowledge of contracts, procurement procedures, bidding process, project management.
- Ability to mediate between representatives of diverse and sometimes conflicting community interest groups.
- Ability to express ideas effectively; orally and in writing.
- Ability to achieve community support and consensus for financial and programmatic policies adopted by City Council.
- Skill in compiling and evaluating complex data to effectively formulate policy and program recommendations.
- Skill in establishing and maintaining effective working relationships with elected officials, representatives of interest groups, employees and the general public.

Minimum Qualifications

- Bachelor's degree in public administration and 5+ yrs of progressive municipal management, or executive management experience in a similar organization is required.
- In lieu of degree, ten (10) years of management experience in a related administrative capacity may be considered.
- Proven track record in leading high performing teams required.

Preferred Qualifications:

- Masters degree preferred
- Knowledge of the Dillingham Municipal Code is also essential for this role.

The City of Dillingham is an **Equal Opportunity Employer** that does not discriminate on the basis of actual or perceived race, color, religion, gender (including pregnancy, gender identity, and sexual orientation), national origin, age (40 or older), disability, or genetic information, marital status, veteran status, arrest record or any other characteristic protected by applicable federal, state or local laws. The City of Dillingham is dedicated to this policy with respect to recruitment, hiring, placement, promotion, transfer, training, compensation, benefits, employee activities, and general treatment during employment.

COMPENSATION AND BENEFITS

The expected salary range for the City Manager position is \$130,000 to \$150,000 depending upon qualifications and experience. The City of Dillingham offers a comprehensive benefits package designed to support its employees including:

SUMMARY OF BENEFITS:

INSURANCE PLANS
HEALTH INSURANCE - BLUE CROSS/BLUE SHIELD HEALTH PLAN
DENTAL INSURANCE - BLUE CROSS/BLUE SHIELD DENTAL PLAN
VISION INSURANCE - HUMANA
LIFE INSURANCE - (BLUE CROSS/BLUE SHIELD OF ALASKA)
LONG TERM DISABILITY - (BLUE CROSS/BLUE SHIELD OF ALASKA)
SHORT TERM DISABILITY - (BLUE CROSS/BLUE SHIELD OF ALASKA)
WORKERS COMPENSATION INSURANCE

RETIREMENT PLANS
ALASKA PERS RETIREMENT PLAN

ADDITIONAL BENEFITS
FLEXIBLE SPENDING ACCOUNTS
PAID PARENTAL LEAVE
TUITION REIMBURSEMENT PROGRAM
DISCOUNTED TICKETS
GYM REIMBURSEMENT/WEIGHT LOSS PROGRAM
10 PAID CITY HOLIDAYS AND 2.5 FLOATING HOLIDAYS
PTO ACCRUAL BASED ON YEARS OF SERVICE
POTENTIAL CITY-PROVIDED HOUSING & RELOCATION EXPENSES

