



Proposal to provide Professional Executive Search Services for the Village Administrator Position

AUGUST 21, 2024

Provided to Lisa Kerstner, Finance Director of the Village of Kronenwetter, WI
By Government Professional Solutions (GPS)



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August 21, 2024

Lisa Kerstner, Finance Director
1582 Kronenwetter Drive
Kronenwetter, WI 54455






Dear Lisa Kerstner,

Government Professional Solutions, LLC (GPS), welcomes the opportunity to submit our proposal for executive search services to help the Village of Kronenwetter find and hire the best candidate to serve as its next Village Administrator.

GPS offers you a distinct alternative to the traditional executive search firm. We are a government consultancy comprised of only senior level, former city managers with MPA degrees. Our services are based on best practices built from a combined 30+ years of experience in the public sector and city management. Our firm philosophy is rooted in the highest ethics and integrity, and relationships are at the core of everything we do.

We believe, and hope you will agree, that we are the best partner to guide you through this very important executive search process for several reasons:

-  **Our ability to leverage an extensive network of public officials across the U.S.** Throughout our decades of public service, we have developed and continue to grow long-lasting relationships with countless public executives, managers, and staff.
-  **Our insight into what it takes to be successful in the Public Sector.** As former city managers, we are very familiar with the types of discussions to have and questions to ask of candidates as we have been in those positions ourselves and tackled the same types of opportunities and challenges they most likely will face.
-  **Our commitment to giving you customized and personal service of the highest quality.** GPS Partner, Chris Lowe, will be the only consultant working on this project and will work closely with you to customize a search approach that best serves your specific objectives. This means you know exactly who you are working with from start to finish, that you can count on receiving senior level expertise, and that the process will be seamless.

Chris Lowe prepared this submittal and can be reached by email or phone (info below).
Thank you very much for your consideration of our firm and proposal.

Sincerely,

A handwritten signature in purple ink that reads "Bret Bauer".

Bret Bauer, Partner and Co-Founder
104 Harbor Haven St.
Gun Barrel City, TX 75156
(316) 207-0688
bbauer@governmentpros.com

A handwritten signature in black ink that reads "Chris Lowe".

Chris Lowe, Partner and Co-Founder
18605 Arrowwood Dr.
Monument, CO 80132
(785) 766-9104
clowe@governmentpros.com



Approach

Government Professional Solutions (GPS) does not operate like most national search firms. Our approach is collaborative, customized, personal, and **relationship based**. As former city managers who have served full-service cities and their elected officials, we understand first-hand how the executive search function must fit within the larger mission of the local government and the community. We are passionate about public service and we know at the core, that means our focus is about getting to know people - those in your community, and those wishing to serve your community.

City managers who know how to hire managers

As former city managers, we know how to get in front of top candidates. We are connected to modern, accomplished manager candidates, both directly and indirectly through our extensive network of public officials. We have worked with many of them as colleagues and have personally networked with them at industry association and other events. We have served with them on boards and held leadership positions in the same organizations. We are connected to them through the university MPA programs. Most importantly, we know both the seasoned veterans AND the young up-and-coming professionals who are highly sought after by cities.

We also know the newsletters, publications, and websites these professional candidates subscribe to because we subscribe to them ourselves, and we understand which sources are trusted most.

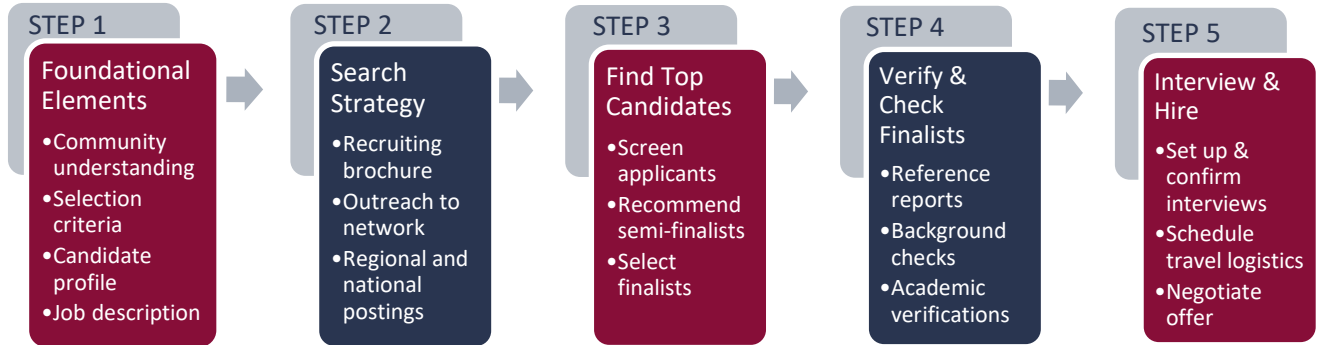
Finally, because of our lengthy and direct experience in the public sector, we are also able to screen candidates quickly and efficiently. An initial conversation by one of our senior level partners quickly yields an accurate assessment of capability and fit. This enables us to focus the majority of our energy and resources on those candidates who have the highest probability of becoming semi-finalists in the search.

A single dedicated senior level consultant by your side

Because our recruitment searches are conducted start to finish by one of our partners, you get an extremely efficient process. A single senior level person dedicated to every step of your project means no gaps or delays in information transfer among multiple staff members and consultants. It means that both you and the candidates get a very direct and responsive line of communication. And, it means you get a level of experience and personal service you know you can count on.

GPS Partner, Chris Lowe, will be the consultant on this project.

GPS will customize a search process that best serves your specific objectives and situation. Below is the general workflow we will follow



STEP 1: DEVELOP FOUNDATIONAL ELEMENTS

Understanding you and the community

The first, and most important step of our process is to spend time getting to know you and your community.

In our experience we have found that too often the process of finding the next leader for an organization is a cookie-cutter process focused on developing a community profile and quickly finding a candidate. As public executives, we understand how important it is to understand your community and to have a complete, professional, and thorough process to find top level talent for your future leaders. That is why we structure time to spend in your community to experience its amenities, economy, people, and infrastructure, and to get to know your organization and community, both individually and as a collective group.

Developing the ideal candidate profile begins with a survey sent to you, Council members, and designated staff prior to our first meeting. Members individually complete these surveys to help begin to paint the picture about what you want to see in your next Village Administrator.

We then meet on-site with you, the Council, and designated staff to discuss the required background, professional experience, and management and leadership characteristics for your position. We work with you to thoroughly understand (or help identify) the position’s requirements, current challenges, strategic priorities, and expectations.

Information obtained from these efforts, coupled with our review of any provided resources, is used to prepare selection criteria, a job position (if needed), and a candidate profile, all of which will be approved by you before recruitment begins. Spending time getting these items right is critical to ensuring an efficient and effective process to follow.

Timeframe:
1 week

Deliverables:
Community understanding
Selection criteria surveys
Job position
Candidate profile

STEP 2: DESIGN A CUSTOM SEARCH STRATEGY

We work collaboratively with you to develop a comprehensive outreach strategy to notify potential candidates about the vacancy and conduct an open recruitment that encourages applications from a talented and diverse pool of candidates. We will recommend a strategy that includes national, state, regional, and local elements.

Leveraging our network

Central to that strategy is to leverage our extensive network of public officials. Often, we know qualified candidates who are not actively seeking new employment and will not necessarily respond to an advertisement.

One of the tools we leverage is a comprehensive recruitment brochure that can accompany all networking and outreach efforts. This brochure typically includes the candidate profile defined in Step 1, a summary of challenges and priorities, and information that positions your location as a highly attractive place to live and work. *(Please see example provided in the Appendix)*

Leveraging the ICMA & other professional organizations

From our decades in city leadership and as candidates ourselves, we depend on the International City/County Management Association (ICMA), as do the type of candidates you want for this position. Most managers are members, and it is the first stop for anyone in the industry looking for a new job. As 15-year members of the organization, we are highly familiar with its leadership, processes, and network. ICMA also publishes a monthly magazine, PM, which we often use for advertising.

We use our extensive networks at the state level to ensure we are adequately marketing to in-state candidates through the League of Wisconsin Municipalities (LWM).

We value diversity and our recruitment process reflects that. We work with the National Forum for Black Public Administrators (NFBPA) and the Local Government Hispanic Network (an affiliate of ICMA).

Timeframe:

1-2 weeks

Deliverables:

Timeline

Recruitment
brochure

Advertisement

STEP 3: FIND TOP CANDIDATES

Upon approval of the custom search strategy and marketing tools, we promptly begin the search process, starting first and foremost with our network.

Application packets will be received and categorized according to the rating criteria established by you and your team to ensure that the candidate pool has the matching skills and background. You will receive weekly updates on the development of the candidate pool. Information on all applicants will be retained and organized for recordkeeping purposes and will be transmitted to you upon completion.

Timeframe:

5-6 weeks

Deliverables:

Custom
questionnaires

Each candidate submitting an application packet is sent a timely acknowledgement, including an approximate schedule for the recruitment. Throughout the process, communications are maintained with each candidate regarding information about the recruitment progress and their status.

We will screen candidates against the position and criteria defined in Step 1 and recommend a list of 10-15 semi-finalists to you.

Two important tools we use during this process are a candidate questionnaire and a due diligence questionnaire, both customized to your unique position and situation (please see examples of each in the appendix). The candidate questionnaire goes to all semi-finalists and provides additional information about their background and experience. The due diligence questionnaire goes only to finalists.

We also ask semi-finalists to engage in video storytelling where they are given an opportunity to tell us about their journey in public service. This is intended to help us, and you better assess who they are as people and as leaders. This approach can help in developing a more comprehensive understanding of the candidate's ability to think on their feet as well as their personal and professional demeanor.

We will provide you with a semi-finalist report that includes copies of all marketing media, the master applicant list, as well as a cover letter, resume, completed questionnaire, and videos (if used) for each semi-finalist.

From there, we will review semi-finalist information with you and ask you to select finalists for interviews.

10-15 semi-finalist recommendations

Timely and regular communications to candidates

Regular updates to you and your team

Semi-finalist report

STEP 4: VERIFY AND CHECK FINALISTS

When you approve a group of finalists for on-site interviews, we will begin the process of conducting reference checks, background checks, and academic verifications. A confidential reference report is prepared for each finalist to complete our understanding of his or her management and leadership characteristics and professional work performance.

For the background checks, we will collect information on the candidates in the following areas:



City/County/State Criminal



Federal District Civil Litigation



Federal District Criminal



Judgement/Tax Lien



City/County/State Civil Litigation



Sex Offender Registry



Employment Verification



Motor Vehicle Driving Record



Educational Verification

Timeframe:

2 weeks

Deliverables:

Reference check results

Background check results

Academic verification results



STEP 5: INTERVIEW AND HIRE

Upon completing the candidate verifications and checks, we will work collaboratively with you to develop the final interview process.

We will provide you with a Final Candidate Report prior to commencement of interviews. This report will include a copy of the recruitment brochure and interview schedule, as well as cover letter, resume, completed questionnaires, and reference/background results for each finalist to be interviewed. It will also include our individual analysis of each candidate compared to the ideal candidate profile developed with you (e.g., our evaluation of minimum professional qualifications, responses to questionnaires, etc.). *Note: A minimum of one week is required to develop the packet of information for your review once finalists have been identified.*

Accompanying the final report will be guidelines for interviewing the finalists, suggested interview questions, and a customized interview grading tool for your interview panel(s). We will attend finalist interviews to support continuity of the process.

We will work with you to develop an interview process that is thorough and inclusive of your organization and community. Successful options we have used in the past include: a community meet and greet (this allows community members, elected officials, and staff to meet and visit with the finalists), community interview panel to serve as one of the events for finalists during the in-person interview process, and/or a community dialogue event.

*Additional options available to you are:



Participation in deliberation of candidates.



Assistance with developing a compensation package and related employment considerations.



Assistance with employment agreement negotiation.

Finally, we will notify candidates of the final decision and will confirm final process close out items with you.

Timeframe:

2-3 weeks

Deliverables:

Interview and travel itinerary schedules

Final Candidate Report

Interview guidelines

Suggested interview questions

Interview grading tool

Candidate notifications



Experience

30+ years combined experience in city management

GPS is comprised of only senior level, former city managers with MPA degrees. Our partners share a passion for serving the public and bring a combined 30+ years of experience in leading communities. Their public service careers include serving as City Manager, Town Manager, and Assistant City Administrator throughout the country.

Resumes of Partners, Chris Lowe and Bret Bauer, are included in the appendix. Chris Lowe will be the consultant assigned to this project and will execute all tasks involved. No outside consultants are expected to be used.

18 years of successful recruiting history

RECENT RECRUITMENTS

Exec. Dir.-Rock Valley Comm. Prog.
City Manager-DeSoto, TX
City Administrator-Grand Island, NE
Public Utilities Dir.-Grand Island, NE
Public Works Dir.-Grand Island, NE
Town Manager-Prosper, TX
City Manager-Janesville, WI
City Manager-La Grange, TX
Public Utilities Director-DeSoto, TX
Chief of Police-Hutto, TX
Town Administrator-Elizabeth, CO

At GPS, we have been conducting executive level recruitments for 18 years. We believe the perspective we bring as former city managers and candidates, combined with the principled approach we developed based on decades of combined experience, enables us to help you find and hire the right candidate for the job the first time around.

As former city managers, we are very familiar with the types of discussions to have and questions to ask of candidates as we have been in those positions ourselves and tackled the same types of opportunities and challenges they most likely will face.

More than an executive search firm

GPS was founded with one central objective: to use our industry experience and decades of public service to help cities and counties improve their communities. Since 2006, GPS Partners Bret and Chris have been expanding their government experience and network in cities across the country to position themselves to be the best trained public servants available to serve cities and counties on a diverse range of projects, challenges, and opportunities.

Our breadth of services includes:

- Executive Search
- Budgeting
- Human Resources (Class & Comp. Studies)
- Leadership Development
- Strategic Planning
- Project Management (Interim Services)

The compass in our logo depicts our goal of providing guiding direction to our public clients and we strive to be a steady partner throughout that journey. We firmly believe in the value of **trusted relationships**, and want to be your **trusted partner**, not just another vendor.

The GPS Guarantee

While others in the industry may offer a 1-year guarantee, we are confident in our process, and offer an 18-month guarantee against resignation or termination for any reason. Any subsequent search will be done for actual cost.

“When we needed to hire a search firm for our next City Manager, our HR director recommended several firms. What initially attracted me to GPS was their track record of working with communities of different sizes and different areas of the country. We really wanted to find the best candidate and didn't want to limit ourselves. Next, I really loved that the two partners were both former city managers and had been through this process before on the other side. Chris and his team at GPS exceeded my expectations. First, they worked with us to create a process that worked for our City Council. They were very organized and kept us up to date on their work. Then they brought us a really strong group of candidates. And when I compared our candidate pool to some other local communities who were also going through the hiring process, I was very impressed. Finally, when it came to do the interviews and final negotiations, Chris's expertise and advice was instrumental. He helped us hire the right person and served as a liaison to make the negotiation process go more smoothly. I give Chris and GPS the absolute highest recommendation.” - Paul Benson, Council President of Janesville, Wisconsin








Demonstrated ability to complete a thorough and detailed report






We hope the steps outlined in the Approach section of this proposal have demonstrated that our process is highly thorough and detailed. Additionally, we trust the background, experience, and reputation presented about our firm, and in particular the partner assigned to this project, Bret Bauer, have demonstrated the accountability and integrity we bring to this important effort.

Likewise, we are confident the final candidate reference report we provide to you will be comprehensive and detailed, and will equip you with everything you need to carefully and thoroughly interview final candidates and make a sound and supported final decision. The report will include:

Information on each finalist:

-  Cover letter and resume
-  Completed questionnaires
-  Reference/background results
-  GPS analysis/evaluation
-  Video Storytelling (if used)

Additional supporting information:

-  Recruitment brochure
-  Interview schedule
-  Interview guidelines
-  Suggested interview questions
-  Customized interview grading tool

References

Owner/address/telephone contact	City of DeSoto, TX / Denaë Greenly, Human Resources Director 211 East Pleasant Run Road, DeSoto, TX 75115 (972) 230-9602, dgreenly@desototexas.gov
Project name	Executive recruitment for City Manager
Project description	Performed national executive recruitment services to recruit for a City Manager to be a part of DeSoto's Executive Team.
Position or capacity on the project	GPS Partner, Bret Bauer, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	City of Grand Island, NE /Aaron Schmid, Director of Human Resources 100 East First Street, Grand Island, NE 68801 (308) 385-5444, aarons@grand-island.com
Project name	Executive recruitment for Public Utilities Director
Project description	Performed national executive recruitment services to recruit for a Public Utilities Director to be a part of Grand Island's Executive Team.
Position or capacity on the project	GPS Partner, Chris Lowe, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	City of Grand Island, NE /Aaron Schmid, Director of Human Resources 100 East First Street, Grand Island, NE 68801 (308) 385-5444, aarons@grand-island.com
Project name	Executive recruitment for Public Works Director
Project description	Performed national executive recruitment services to recruit for a Public Works Director to be a part of Grand Island's Executive Team.
Position or capacity on the project	GPS Partner, Chris Lowe, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	City of Grand Island, NE /Aaron Schmid, Director of Human Resources 100 East First Street, Grand Island, NE 68801 (308) 385-5444, aarons@grand-island.com
Project name	Executive recruitment for City Administrator

Project description	Performed national executive recruitment services to recruit for a City Administrator to be a part of Grand Island's Executive Team.
Position or capacity on the project	GPS Partner, Chris Lowe, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	Town of Prosper, TX / David Bristol, Mayor 250 W. First Street, Prosper, TX 75078 (972) 965-0446, dbristol@prospertx.gov
Project name	Executive recruitment for Town Manager
Project description	Performed national executive recruitment services to recruit for a Town Manager to be a part of Prosper's Executive Team.
Position or capacity on the project	GPS Partner, Bret Bauer, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	City of Janesville, WI / Paul Benson, Council President 18 N. Jackson Street, Janesville, WI 53548 (608) 352-8010, bensonp@ci.janesville.wi.us
Project name	Executive recruitment for City Manager
Project description	Performed national executive recruitment services to recruit for a City Manager to be a part of Janesville's Executive Team.
Position or capacity on the project	GPS Partner, Chris Lowe, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	City of La Grange, TX / Jan Dockery, Mayor 151 S. Banner Street, Elizabeth, CO 80107 (979) 968-5805, citysecretary@cityoflg.com
Project name	Executive recruitment for City Manager
Project description	Performed national executive recruitment services to recruit for a City Manager to be a part of La Grange's Executive Team.
Position or capacity on the project	GPS Partner, Bret Bauer, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	City of DeSoto, TX / Dena Greenly, Human Resources Director 211 East Pleasant Run Road, DeSoto, TX 75115 (972) 230-9602, dgreenly@desototexas.gov
Project name	Executive recruitment for Public Utilities Director
Project description	Performed national executive recruitment services to recruit for a Public Utilities Director to be a part of DeSoto's Executive Team.
Position or capacity on the project	GPS Partner, Bret Bauer, served as Project Manager for this recruitment

Related litigation, administrative proceedings, or claims	None
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Owner/address/telephone contact	City of DeSoto, TX / Denae Greenly, Human Resources Director 211 East Pleasant Run Road, DeSoto, TX 75115 (972) 230-9602, dgreenly@desototexas.gov
Project name	Executive recruitment for Library Director
Project description	Performed national executive recruitment services to recruit for a Library Director to be a part of DeSoto's Executive Team.
Position or capacity on the project	GPS Partner, Bret Bauer, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	City of Hutto, TX / Stacy Schmitt, Assistant to the City Manager 500 West Live Oak Street, Hutto, TX 78634
Project name	Executive recruitment for Chief of Police
Project description	Performed national executive recruitment services to recruit for a Chief of Police to be a part of Hutto's Executive Team.
Position or capacity on the project	GPS Partner, Bret Bauer, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	Aubrey Municipal Development District, Aubrey, TX / Jesse Auer, President 107 S. Main Street, Aubrey, TX 76227 (940) 440-9343, jauer@aubreytx.gov
Project name	Executive recruitment for Executive Director
Project description	Performed national executive recruitment services to recruit for a Executive Director to be a part of Aubrey's MDD Team.
Position or capacity on the project	GPS Partner, Bret Bauer, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	Town of Elizabeth, Colorado / Megan Vasquez, Mayor 151 S. Banner Street, Elizabeth, CO 80107 (303) 646-4166, megan.vasquez@townofelizabeth.org
Project name	Executive recruitment for Town Administrator
Project description	Performed national executive recruitment services to recruit for a Town Administrator to be a part of Elizabeth's Executive Team.
Position or capacity on the project	GPS Partner, Chris Lowe, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	City of Hutto, Texas / Warren Hutmacher, City Manager 500 W. Live Oak Street, Hutto, TX 78634 (512) 759-4015, warren.hutmacher@huttotx.gov
Project name	Executive recruitment for Public Works Director
Project description	Performed national executive recruitment services to recruit for a Public Works Director to be a part of Hutto's Executive Team.
Position or capacity on the project	GPS Partner, Bret Bauer, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Owner/address/telephone contact	City of Hutto, Texas / Warren Hutmacher, City Manager 500 W. Live Oak Street, Hutto, TX 78634 (512) 759-4015, warren.hutmacher@huttotx.gov
Project name	Executive recruitment for Chief Financial Officer
Project description	Performed national executive recruitment services to recruit for a Chief Financial Officer to be a part of Hutto's Executive Team.
Position or capacity on the project	GPS Partner, Bret Bauer, served as Project Manager for this recruitment
Related litigation, administrative proceedings, or claims	None

Testimonials

*"When we needed to hire a search firm for our next City Manager, our HR director recommended several firms. What initially attracted me to GPS was their track record of working with communities of different sizes and different areas of the country. We really wanted to find the best candidate and didn't want to limit ourselves. Next, I really loved that the two partners were both former city managers and had been through this process before on the other side. Chris and his team at GPS exceeded my expectations. First, they worked with us to create a process that worked for our City Council. They were very organized and kept us up to date on their work. Then they brought us a really strong group of candidates. And when I compared our candidate pool to some other local communities who were also going through the hiring process, I was very impressed. Finally, when it came to do the interviews and final negotiations, Chris's expertise and advice was instrumental. He helped us hire the right person and served as a liaison to make the negotiation process go more smoothly. **I give Chris and GPS the absolute highest recommendation.**" - Paul Benson, Council President of Janesville, Wisconsin*

*"Government Professional Solutions (GPS) and specifically Bret Bauer exceeded my expectations during our search for a new Town Manager. Bret brought years of experience in municipal government as well as a vast network of potential candidates to the search. Not only did he accomplish the task, he did it in a professional, expeditious and cost effective method. His attention to detail and clear sense of the urgency of the need was critical to our council and to the candidates. **I strongly recommend GPS and will utilize them if needed in the future.**" - David Bristol, Mayor of Prosper, Texas*

"As a Trustee of the Town of Elizabeth, Colorado, I am pleased and honored to write on behalf of Chris Lowe and his partner, Bret Bauer, of Government Professional Solutions. GPS was chosen to conduct the search effort for a permanent Town Administrator who could restore confidence for the staff and the community within an

atmosphere of doubt. The decision to engage Chris and Bret was easy, given their individual backgrounds in city management and boots on the ground experience. Almost immediately upon their selection, our currently serving Interim Administrator accepted a permanent position closer to his home, and the Town was once again without daily leadership. Chris offered GPS' services to serve in this role while they continued the search for a permanent Administrator. My personal view is that this was an unexpected blessing, as in this way Chris could not only utilize his professional expertise in the search effort but would also come to know the subtle nuances of our Board, the organization, and the community to identify the perfect pool of candidates. Additionally, the Board engaged GPS to conduct the search effort to fill the vacant position of Community Development Director. **Chris led us on a remarkable journey of discovery as to how to function at our highest level as a Board of Trustees, beginning with a series of strategic planning workshops to identify first: who we are as a community; and secondly: what are the values we embrace and how can we best preserve and protect them.** Chris allowed us to explore myriad ideas while sharpening the focus on how those ideas reflect our values and goals. Never had we participated in such an important exercise, and the experience established unity and helped build consensus among Board members that had earlier struggled with distrust and dissonance. Chris and Bret shepherded us through the process of evaluating the many highly qualified candidates they attracted for us to consider, and we selected someone whom I believe will be not only a neighbor but an exceedingly engaged contributor serving our community of residents and business owners. This of course signaled a conclusion to the tremendously productive time spent with Chris, but it is my hope that we will maintain our relationship with future engagements, especially with respect to strategic planning and budget workshops that were invaluable and frankly life-changing for our Board and staff. **I wholeheartedly recommend Government Professional Solutions for their firsthand professional expertise and experienced understanding of the unique challenges facing municipalities. They truly create the solutions needed for those striving to do their best for the communities in which they serve.**" - Tammy Payne, Trustee of Town of Elizabeth, Colorado

"Chris Lowe, with Government Professional Solutions, was **professional, enthusiastic, and showed great dedication to the Town's search for their next Town Administrator**, while taking on the role as the Interim Town Administrator. He provided team management skills and a hands-on approach to ensure the sustainability of the town, staff and board." - Megan Vasquez, Mayor of Town of Elizabeth, Colorado

"I'm writing this letter of recommendation on behalf of Bret Bauer, Partner & Co-Founder of Government Professional Solutions ("GPS") who I have had the pleasure of working with over the past 7 months related to our Chief Financial Officer placement with the City of Hutto, and our most recent placement for a Director of Public Works & Engineering. Bret (along with his colleague Chris Lowe) have been extremely thorough with the recruitment process from inception to negotiating and extending the offer. **Bret's experience of serving in city management roles has been extremely beneficial, as he understands the needs of city government experience for these types of placements, which is most valuable during the screening process.** This streamlines my time as the City Manager to focus on City issues, as I know we are in good hands, as Bret takes the time needed to figure out exactly the type of background and personality we are in search of for any given position, and only presents those top-notch candidates meeting our criteria. GPS creates the hiring brochure, which is necessary to initially attract potential candidates, and is meticulous in their overall screening process and always carves out time to answer any questions I might have during the process. They have great attention to detail, and a great pool of candidates. This is the reason I have continued to use GPS for other placements within the City of Hutto. **I would highly recommend Government Professional Solutions to any City or Government entity looking to recruit for executive-level positions.**" - Warren Hutmacher, City Manager of Hutto, Texas

*“As the former mayor of Gun Barrel City, Texas, it was my pleasure to work with Bret Bauer, our city manager, for over four years. Bret had the experience and background to immediately work on and solve problem areas within our city infrastructure. It took no time at all for Bret to gain the trust and admiration of the city employees. **Cities are faced daily with problems that require outside professional help. These professional(s) must have firsthand knowledge of how municipalities operate. Mr. Bauer and Mr. Lowe have that knowledge from their years of working for and with cities. GPS is the company any city can depend on for help when help is needed.**”* - Jim Braswell, Former Mayor of Gun Barrel City, Texas

*“Effective and efficient government operations is more important than ever. I’ve known Chris Lowe for over a decade and his ability to improve government services and achieve goals for a community is outstanding. **The consultants with GPS are highly qualified to assist you in solving problems and guiding public decision-makers toward the best paths forward for improvement.**”* - Dave Corliss, City Manager of Castle Rock, Colorado

*“In government, there are two types of leaders; those that are interested in getting the job done, and those afraid to tackle the tough problems. In my twenty plus years of work with governmental entities, I can say that Chris Lowe was among the best and most committed to getting the job done. Chris has a keen ability to find the right tool and the right path to solve a variety of problems, whether negotiation with an employee group, transition of the City to an updated or automated process or responding to a politically charged community issue. Strength of character and integrity are hallmarks of how Chris approaches his work. His research and presentations to elected officials are thorough, data driven, and effective. I have watched him build consensus around difficult problems and implement solutions that have carried his communities forward through tough challenges. **If your community has a problem in search of a solution, Chris Lowe can navigate those waters with your organization and help you find your port in a storm.**”* - Douglas B. Harris, City Attorney, Harris, Harris, & Sommer, LLC

“I had the pleasure to offer Chris Lowe the position as City Administrator for Baldwin City, Kansas early on in my term as Mayor. I felt that the experiences and energy that he could bring to our community would be extremely impactful, but I had no idea on how impactful it would ultimately be. Chris was so eager to learn so much about our community. He jumped into our utility enterprise, which included electrical generation as well as water and wastewater treatment. He handled all the challenges that those entities bring to City Management, very effectively. He developed personal relationships that last to this day. He built and developed a great team of professionals that carried out the combined vision that he and the City Council had for the community. One can drive around our community and in a very short distance, can see the enormity of the projects that have Chris’s imprint. When you communicate the vision to Chris, you can be assured that he will bring that vision to life. He also is a consensus builder and works effectively to build relationships with other governmental agencies. I am proud that we had Chris in our community and so proud of the work he led to make our community even better.” - Ken Wagner, Former Mayor of Baldwin City, Kansas

*“Chris Lowe has the unique ability to identify and attract key individuals in any organization and knows how to best utilize their skills to achieve the best results possible. His outstanding leadership abilities are very well-suited for any team environment, and he is a proven leader in all areas of municipal government. **I highly recommend Chris and his team to lead and guide any community forward through the unique problems that constantly present themselves.**”* - Jeff Kaiser, Former Mayor & Trustee, Town of Monument

Agreement to use Village of Kronenwetter contract

GPS is happy to execute a standard contract form provided by the Village or if preferred, we can provide our standard engagement agreement. GPS further acknowledges that our firm maintains, or will acquire, the minimum or greater of the insurance limits required.

Agreement to complete project according to project schedule

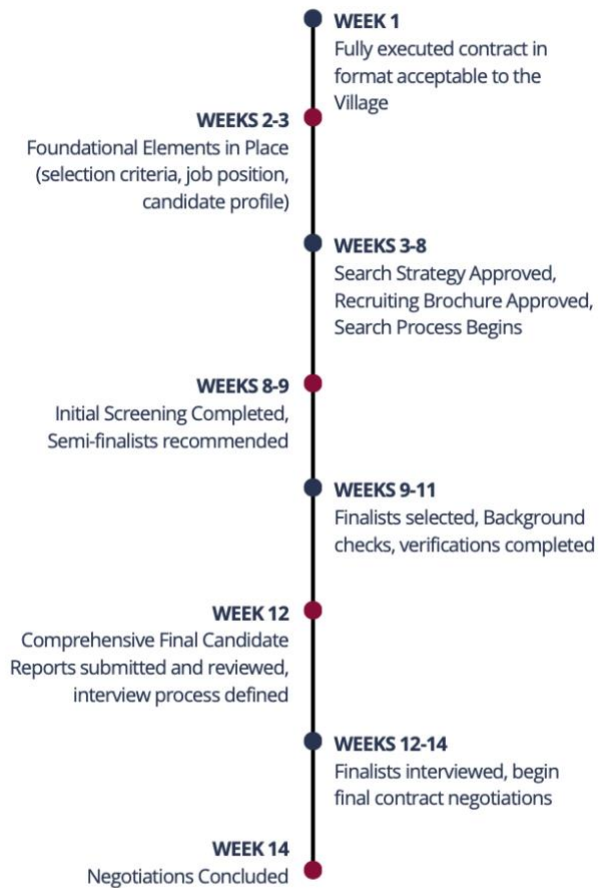
The timeline at right provides a general breakdown of tasks, milestones, and timeframes to support a thorough and successful recruitment process.

This timeline is a suggestion only and we will work with you to finalize and approve an exact timeline.

SUGGESTED TIMELINE

Village of Kronenwetter Village Administrator Executive Search Services

The Village will be asked to approve a final timeline before any recruitment begin, the timeline may be lengthened, if so desired





Overall cost and value of project

GPS offers a firm, fixed fee of \$24,500 to conduct a professional executive search, ***which includes all our expenses and costs.***

In other words, the only thing you will pay GPS is the agreed upon fee. This includes costs for professional graphic design, background and academic verification, and consultant travel and expenses. This means the only other costs you will be responsible for are the costs associated with the candidates' (and spouses, if invited) travel, accommodations, and meals for the interview process.

The advantage to you is you know exactly what you will pay and do not have to worry about reviewing costs associated with the project.

We will bill the fee as the phases are completed and according to the following schedule:

- \$14,500 upon execution of contract
- \$7,000 upon selection of group of semi-finalists
- \$3,000 upon completion of negotiations with final candidate



Appendix includes:

Sample City Manager search report (Final Candidate Report)

Sample recruitment brochure

Sample questionnaire (candidate and due diligence)

Resumes (Chris Lowe and Bret Bauer)

Certificate of insurance

JANESVILLE, WISCONSIN



1853

The City of Janesville, Wisconsin is hiring a
CITY MANAGER



Position marketed by
Government Professional Solutions
GovernmentPros.com



WELCOME TO THE CITY OF JANESVILLE, WISCONSIN

Community Life

Janesville residents often say that they grew up in Janesville and never wanted to leave, or moved to Janesville and decided Janesville was where they wanted to put down roots and raise their families. Excellent schools, affordable and high-quality housing, beautiful parks, outstanding recreational opportunities, low crime rate and numerous cultural opportunities all contribute to Janesville's appeal.

The Community

The City of Janesville (population 65,615) is a historic, full-service community located on the Rock River amidst the rolling hills of south-central Wisconsin. Known as "Wisconsin's Park Place," Janesville has an abundance of beautiful parks, playgrounds, trails, cross-country skiing routes, and other recreation areas. The City impressively offers 64 neighborhood, community, and regional parks, including the crown jewel, the Rotary Botanical Gardens, a 20-acre non-profit flora masterpiece that is home to numerous verdures and radiant flower venues. Adjacent to Rotary Gardens is Lion's Beach, an 8-acre spring-fed lake open for public swimming. The City has developed an extensive 32-mile bikeway and hiking system along the river that connects parks, downtown, and residential areas.

Janesville residents are proud of their history and are dedicated to its preservation. The City is home to 13.5% of the Wisconsin buildings listed on the National Register of Historic Places. Restored buildings embrace commercial businesses and offices throughout downtown, and buildings are carefully maintained within the City's 13 historic districts.

Janesville residents are particularly proud of the Lincoln-Tallman House, a 26-room, Italianate, villa-style mansion built in 1857, which receives thousands of visitors each year.

Hedberg Public Library is an award-winning facility located in the heart of Janesville. In addition to traditional library services, the library also features changing exhibits, a gift shop, coffee shop and educational programs.

Education

Janesville has a robust educational system, including 12 elementary schools, three middle schools, two high schools, four charter schools and numerous private school opportunities. The community is also home to the Wisconsin Center for the Blind and Visually Impaired.

There are several higher educational opportunities as well, including the University of Wisconsin-Whitewater at Rock County, located in Janesville. The university offers two-year associate degree programs and collaborative programs with several UW Universities that allow students to earn bachelor's degrees while attending classes in person on the local campus or online. The University of Wisconsin-Madison is within an hour's drive, and the University of Wisconsin-Whitewater is located one-half hour northeast of Janesville. Blackhawk Technical College, located three miles south of Janesville, provides technical training to Janesville area workers and designs customized training for area employers.



Photo: Janesville Convention & Visitors Bureau



CULTURE AND AMENITIES

Quality of Life

According to the City of Janesville Police Department 2021 Community Survey conducted by the University of Wisconsin-Whitewater:

- Almost 90% of residents are satisfied or very satisfied with the quality of life in Janesville.
- Residents find Janesville to be a safe place to live, work and recreate with strong majorities in most categories responding that they feel safe or very safe.

Special Events

Janesville events are a regional draw for visitors.

Annual and ongoing events include:

- Flannel Fest
- Farmers Market
- Janesville Morning Rotary Pie Ride
- Tallman Arts Festival
- Rock River Wine Walk
- Skelly's Corn Maze
- Rock River Threshereer
- Enchanted Forest
- Art Infusion
- Janesville's Jolly Jingle
- Holiday Light Show

Downtown Janesville

The City worked closely with the business community and residents to develop the Rock Renaissance Area Redevelopment and Implementation Strategy (ARISE). Revitalization of the downtown continues with the Town Square, completed in late 2020, boasting pavilions, an interactive water feature, the Great River Lawn, and access to the Ice Age Trail.

At-A-Glance:

- Population: 65,615
- County: Rock (Janesville is the County Seat)
- Land area: 34.68 square miles
- Number of households: 26,659
- Owner occupied housing units: 66%
- Median household income: \$56,293
- Average home assessed value: \$163,100
- Parkland: 2,609 acres
- Bike trails: 32 miles

(Sources: City of Janesville and U.S. Census, QuickFacts, 2019 estimated)

Recent Accolades and Awards

- The City's Department of Public Works became the first agency in the State of Wisconsin to become accredited by the American Public Works Association.
- The Janesville Fire Department was named 2021 Pediatric Champion of the Year by the Wisconsin EMS for Children Program.
- In 2021, the City's Janesville Senior Center celebrated a decade of statewide accreditation recognizing their excellent service to the community's senior citizens.
- In 2021, Janesville Transit System received a "perfect score" on the Federal Transit Administration's Triennial Review.
- In 2022, Wisconsin's Park Place celebrated its 18th year as a Tree City and 10th year as a Bird City Community.
- The City is celebrating four years as a Green Tier Legacy Community.



Photo: Janesville Convention & Visitors Bureau



Photo: Janesville Convention & Visitors Bureau



Photo: Janesville Convention & Visitors Bureau

JANESVILLE ECONOMIC DEVELOPMENT

The City of Janesville has enjoyed steady growth and development since its establishment as the county seat in 1836. This long history of strong industry and economic success helped turn the City into a major commercial and industrial hub for South Central Wisconsin. This success is due to a collaborative, action-oriented approach to economic development. The City steadily recovered from the closure of the General Motors plant in 2008 with a significant boom in the local economy since 2014. With the recovery the City diversified its economy, added numerous new businesses and expanded many existing businesses.

The Janesville Innovation Center (JIC) is a 22,000 square-foot facility that offers office and manufacturing suites for businesses looking to start up and expand, and provides access to technical and business support to assist JIC tenants with their future growth. The Innovation Center has graduated numerous businesses that continue to grow within the community.

Janesville's largest employer is the Mercy Health System headquartered in Janesville with over 2,620 employees. Other major employers include the Janesville School District, Rock County, Grainger Industrial Supply, Dollar General, Prent Corporation, SSM Health, Blains Supply, Blackhawk Technical College, the City of Janesville, Data Dimensions, SSI Technologies, J. P. Cullen & Sons, Lemans Corporation, and Seneca Foods Corporation.

Janesville's regional labor pool is 839,000, with strong economic anchors in manufacturing, health care and medical technologies, and logistics.

Current notable, larger industrial economic development projects for the City of Janesville:

- Recent groundbreaking for GEA Mechanical Group on a new 85,000 square-foot repair facility
- Milwaukee-based Industrial Developer is in planning, permitting and construction phases, approximately 1 million square feet of industrial space within three different facilities
- Project RIPE is a proposed 1.5 million square-foot hydroponics strawberry facility and an additional 600,000-800,000 square feet of additional industrial space
- City Option to Purchase 129 acres to enable an additional 2 million square feet of industrial development opportunities
- Proposed reactivation of intermodal spurs at the JATCO portion of the GM brownfield site
- Working with several existing companies in Janesville on expansion projects that equate to a couple hundred thousand additional feet of industrial space



CITY GOVERNMENT

The City of Janesville adopted the Council-Manager form of government in 1923. The Janesville Common Council has seven members who are elected at large on a nonpartisan basis. Councilmembers serve two-year, overlapping terms and are non-salaried. The Council President is elected from among the councilmembers and presides over Council meetings. The Common Council appoints the City Manager, who serves as the City's Chief Executive Officer. Janesville has had three City Managers in the past 33 years. There is no Mayor.

The City Manager administers the day-to-day operations of the City, providing leadership and direction to the City's management staff, which include the Police Chief, Fire Chief, Public Works Director, and Neighborhood and Community Services Director; and indirectly to division heads. The City Manager appoints members of the Police and Fire Commission, the Plan Commission, and the Library Board of Trustees, among other boards, commissions and committees. The Advisory Committee on Appointments reviews applications and makes recommendations to the City Manager and the Council President.

The Organization

The City employs 563 full-time equivalent employees, including the Library and JATV, and has a proposed 2023 budget of \$197 million including city and library operations and capital projects.

The City Manager is responsible for the development of the City's budget, Capital Improvement Plan and overall long-range financial management plan.

The City has 5 main departments (Fire, Neighborhood & Community Services, Police, Public Works, and Library), divided into 13 different divisions and 8 individual offices.

There are three unions representing the Police Department, Fire Department, and Janesville Transit.

City Finances

- Annual Budget = \$119,953,540
- Capital Improvement Budget = \$78,953,957
- Water & Wastewater Utilities = \$24,933,927
- Sanitation = \$12,644,462
- Stormwater Utility = \$8,290,042

The City of Janesville has received the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting for 28 consecutive years.

The City is committed to building a workforce that values diversity, promotes equity, fosters inclusion, and cultivates belonging with the community and organization. The next City Manager will have the opportunity to provide leadership and guidance on the issue of diversity, equity, inclusion, and belonging.

Opportunities

- Redevelopment of Centennial Park (former General Motors site)
- Serve as an advocate for state-shared revenue reform
- Woodman's Sports & Convention Center
- Ongoing public/private partnerships in conjunction with economic development
- Affordable housing efforts
- Street rehabilitation
- Support the development of a Children's Museum



CITY GOVERNMENT

Community Vision Statement

"Wisconsin's Park Place": discover the community of choice to realize life's opportunities.

Organizational Mission Statement

To innovatively provide effective municipal services that are responsive to the needs of residents, businesses and visitors and delivered in a reliable, efficient manner in order to sustain Janesville as the community of choice.

Organizational Values: Adaptability, Respect, Service, Communication

The City of Janesville's Strategic Plan serves as a five-year roadmap to guide the City's efforts to achieve its mission and vision statements. The plan was first developed in 2014 and aligns with other City policy and planning documents including the budget, the capital improvement program, and Comprehensive Plan. Its inherent flexibility allows the City to change course to meet the community's changing needs.

Strategic Goals

- **Downtown:** To position our downtown as a vibrant neighborhood where commerce, culture, entertainment and history intersect.
- **Economy:** To facilitate continued growth and diversification of our local economy.
- **Financial Sustainability:** To remain a responsible and forward-thinking steward of financial resources.
- **Image & Engagement:** To strategically communicate the City's strengths, priorities and initiatives while maintaining trust and confidence through effective engagement.
- **Infrastructure:** To build upon the community's foundation of well-planned, maintained, dependable and sustainable infrastructure.
- **Partnerships:** To embrace and enhance collaboration with local, regional, national and global stakeholders to realize shared success.
- **Performance Culture:** To cultivate an organizational environment that empowers an engaged, innovative and diverse municipal employee base.
- **Rock River Corridor:** To promote, enhance and respect the unifying feature of our community.
- **Safe & Healthy Community:** To advance safety and overall well-being of residents and neighborhoods through cooperation and encouraging an active lifestyle.



Janesville's City Council appoints a professionally trained City Manager as chief executive officer responsible for management of the city administration and service delivery to the community. Wisconsin Statutes state that the City Manager is the chief executive of the city government and is responsible to the City Council for its administration.

This position demands highly responsible executive work in directing and coordinating the administration of the municipal government in accordance with policies established by the City Council and all applicable laws. The City Manager has charge of the executive side of the City government and is responsible for the efficiency of its administration.

Essential Duties:

- Provides leadership to the City Administration and Staff in the provision of municipal services. Recommends the organization's mission. Establishes the organization's structure and values. Hires and evaluates the core leadership team. Establishes administrative and personnel policies. Is responsible for collective bargaining.
- Manages and oversees the development of the annual budget and capital improvement program and presents them to the City Council. Ensures the City's financial condition is excellent and managed in accordance with generally accepted accounting principles.
- Represents the City in intergovernmental relations (local, state, federal).
- Recommends and manages the City's five-year Strategic Plan in support of the community vision. Establishes and leads the City's economic and community development efforts. Plans for the City's future.
- Presents policy alternatives to the City Council, providing facts and advice on matters of policy to give the Council a basis for making decisions on community goals. Submits reports and recommendations to the City Council on matters which come before them for consideration and action.
- Recognizes the difference between policy and administration. Administers policies set by the City Council.
- Is a visible community leader. Keeps the community informed on municipal affairs. Effectively communicates Council decisions to the public. Encourages community involvement.
- Serves the best interest of all City residents on a non-partisan basis.



- Someone with confidence borne from expertise and experience, possessing a calm and approachable demeanor.
- Outstanding leadership skills, a management style who can work as an active part of a team, provide great customer service, be a strategic thinker and listener, and is trustworthy and dependable.
- Servant leader who always demonstrates honesty, integrity, fairness and diplomacy.
- Friendly, humble, calm and collected, even during chaos, and desires to immerse oneself in and be a part of the community.
- Motivator who works collaboratively with and empowers staff.
- Positive and supportive management style, who encourages and reinforces employees.
- Serves as the voice for staff with Council and the public.
- Respectful of all, provides mentoring, sets priorities, provides resources, has high expectations and ensures accountability.
- Encourages teamwork and is comfortable with creating partnerships.
- While this person will be a leader of the staff, they will be skillful in overseeing projects, but comfortable with delegation.
- True professional skilled at building and sustaining interpersonal relationships.
- Outstanding communication skills, both verbal and written.
- Gifted at making clear and concise presentations to the City Council and public.
- Able to guide the Council without taking sides or playing politics, always providing their best professional recommendations.
- Strong financial and budgeting background with ability to ensure financial data is accurate every time, all the time.
- Experience managing a growth environment in residential and commercial development, including planning, anticipating, and meeting infrastructure needs.
- Skills to encourage, develop and maintain public-private partnerships (in coordination with economic development).
- Bachelor's degree from an accredited college or university in Public Administration, Business Administration, Public Policy or related field required (Master's degree preferred).
- Minimum seven years experience of progressively responsible management and supervisory experience as a city/town or county manager for a similar size population base, or as an Assistant or Deputy in a larger community.
- Current member of International City/County Management Association (ICMA) in good standing or willing to join.

HOW TO APPLY

Compensation: Annual base salary will depend on qualifications but is expected to be in the range of \$185,000 to \$225,000. Benefits include health, disability and life insurance; vacation, sick leave, personal days, floating holidays and holidays; monthly automobile allowance; and Wisconsin Retirement System and Deferred Compensation contributions.

To apply, please email your cover letter and resume in .pdf format by Tuesday, December 20, 2022, 5pm CT, to clowe@governmentpros.com. Position is open until filled. Faxed and mailed submissions will not be considered. Direct questions to Chris Lowe at 785-766-9104 or clowe@governmentpros.com.

For additional information about the City of Janesville, please visit:

JanesvilleWI.gov

ForwardJanesville.com

GrowJanesville.com

Janesvillecvb.com

Janesville.k12.wi.us

Applicants that desire confidentiality must include the following statement in their cover letter stating, "In accord with Wis. Stats. Sec. 19.36(7)(b), I, an applicant for the position of city manager for the City of Janesville, hereby indicate in writing to the authority that I do not wish the authority to reveal my identity, except if I am a finalist. Because I have so indicated, the authority shall not provide access to any record related to me that may reveal my identity, unless and until I am selected as a finalist — as those terms are defined and/or understood under Wisconsin's Public Records Laws."

The City of Janesville is an Equal Opportunity Employer and does not discriminate on the basis of race, color, religion, national origin, sex, age, disability, genetic information, or any other status protected by law or regulation. It is the City's intention that all qualified applicants be given equal opportunity and that selection decisions are based on job-related factors.

Town of Prosper, Town Manager Candidate Selection Criteria (Matrix)

Evaluator: Bret Bauer

Scoring: 1-10 with 10 being the highest

Categories are weighted & equal 100

Experience: Relevance of previous management experience & success with a similar organization

Education: Relevant Education and/or Training

Philosophy & Approach: Candidate's ability to manage and implement Council objectives

Accomplishments: Previous accomplishments demonstrating leadership, teamwork, empowering staff & innovation

Versatility: Broad organizational knowledge (including budgeting, managing growth & economic development, strategic planning & leadership development)

Longevity: Candidate's previous record of serving an organization long-term

Presentation: Candidate's overall resume/application approach (organization, legibility, literacy)

	(25%)	(15%)	(20%)	(10%)	(20%)	(5%)	(5%)	TOTAL SCORE	Semi-Finalist	Finalist
	6.0	10.0	7.0	7.0	7.0	6.0	10.0	7.45		
	5.0	9.0	5.0	6.0	6.0	6.0	10.0	6.40		
	0.0	10.0	3.0	4.0	3.0	3.0	9.0	4.10		
	8.0	10.0	8.0	8.0	8.0	7.0	10.0	8.45		
	0.0	9.0	3.0	5.0	3.0	3.0	10.0	4.10		
	7.0	10.0	7.0	8.0	7.0	9.0	10.0	8.00		
	9.0	10.0	8.0	8.0	9.0	9.0	10.0	8.95	Yes	Yes
	7.0	10.0	8.0	7.0	8.0	7.0	10.0	8.05		
	5.0	10.0	6.0	7.0	5.0	6.0	10.0	6.75		
	4.0	10.0	4.0	5.0	3.0	6.0	10.0	5.60		
	6.0	10.0	6.0	6.0	6.0	5.0	10.0	6.95		
	6.0	9.0	4.0	4.0	4.0	9.0	9.0	6.00		
	8.0	10.0	7.0	8.0	5.0	10.0	10.0	8.00		
	6.0	9.0	6.0	7.0	6.0	7.0	9.0	6.95		
	5.0	10.0	5.0	6.0	5.0	6.0	10.0	6.45		
	0.0	9.0	3.0	4.0	3.0	5.0	10.0	4.05		
	7.0	10.0	8.0	7.0	8.0	7.0	10.0	8.05		
	6.0	9.0	6.0	7.0	8.0	9.0	10.0	7.40		
	5.0	10.0	5.0	5.0	7.0	6.0	10.0	6.60		
	0.0	0.0	0.0	0.0	0.0	3.0	9.0	0.60		
	0.0	10.0	0.0	0.0	0.0	0.0	9.0	2.45		
	8.0	10.0	7.0	8.0	8.0	7.0	10.0	8.30		
	9.0	10.0	8.0	8.0	9.0	8.0	10.0	8.90	Yes	No
	9.0	10.0	8.0	9.0	8.0	8.0	10.0	8.90		
	5.0	10.0	4.0	4.0	3.0	7.0	10.0	5.75		
	7.0	10.0	8.0	8.0	7.0	5.0	10.0	7.95		
	7.0	10.0	7.0	8.0	8.0	10.0	10.0	8.20		
	0.0	9.0	0.0	0.0	0.0	8.0	10.0	2.70		
	9.0	10.0	8.0	8.0	9.0	8.0	10.0	8.90	Yes	No
	9.0	10.0	9.0	8.0	9.0	9.0	10.0	9.10		
	5.0	9.0	5.0	7.0	5.0	6.0	10.0	6.40		
	6.0	10.0	5.0	7.0	6.0	9.0	10.0	7.15		
	5.0	10.0	6.0	5.0	6.0	6.0	10.0	6.60		
	0.0	10.0	0.0	2.0	0.0	5.0	9.0	3.00		
	7.0	10.0	7.0	7.0	8.0	8.0	10.0	7.95		
	7.0	10.0	8.0	7.0	8.0	8.0	10.0	8.10	Yes	No
	0.0	9.0	0.0	4.0	0.0	7.0	10.0	3.25		
	5.0	10.0	6.0	5.0	7.0	7.0	10.0	6.80		
	0.0	10.0	0.0	2.0	0.0	4.0	10.0	3.00		
	7.0	10.0	6.0	7.0	6.0	6.0	10.0	7.40		
	8.0	10.0	8.0	7.0	8.0	8.0	10.0	8.35		
	6.0	9.0	6.0	6.0	7.0	9.0	10.0	7.10		
	7.0	10.0	7.0	7.0	7.0	8.0	10.0	7.80		
	0.0	10.0	0.0	5.0	0.0	9.0	9.0	3.65		
	8.0	10.0	8.0	7.0	7.0	8.0	10.0	8.20		
	0.0	10.0	0.0	4.0	0.0	6.0	10.0	3.40		
	0.0	10.0	0.0	4.0	0.0	7.0	9.0	3.40		
	0.0	10.0	0.0	3.0	0.0	5.0	10.0	3.20		
	9.0	10.0	9.0	8.0	8.0	8.0	10.0	8.90	Yes	Yes
	0.0	10.0	0.0	4.0	0.0	6.0	9.0	3.35		
	0.0	10.0	0.0	3.0	0.0	4.0	10.0	3.15		
	7.0	10.0	7.0	6.0	7.0	7.0	10.0	7.60		
	8.0	10.0	8.0	7.0	8.0	8.0	10.0	8.35		
	0.0	0.0	0.0	4.0	4.0	3.0	9.0	1.80		
	9.0	10.0	7.0	8.0	8.0	8.0	10.0	8.60		
	7.0	10.0	7.0	7.0	7.0	5.0	10.0	7.65		
	7.0	9.0	6.0	7.0	7.0	7.0	10.0	7.40	Yes	No
	5.0	10.0	5.0	7.0	6.0	6.0	10.0	6.75		
	6.0	10.0	0.0	7.0	5.0	6.0	10.0	6.10		
	7.0	10.0	7.0	6.0	7.0	7.0	10.0	7.60		
	8.0	10.0	7.0	7.0	7.0	10.0	10.0	8.15		
	9.0	10.0	9.0	8.0	9.0	8.0	10.0	9.05	Yes	Yes
	7.0	9.0	7.0	6.0	7.0	5.0	10.0	7.30	Yes	Yes
	5.0	9.0	0.0	6.0	3.0	6.0	10.0	5.20		
	7.0	10.0	8.0	6.0	7.0	7.0	10.0	7.75		
	5.0	10.0	4.0	5.0	4.0	5.0	10.0	5.95		
	6.0	10.0	5.0	5.0	5.0	6.0	10.0	6.55		
	0.0	10.0	0.0	2.0	0.0	5.0	10.0	3.05		
	7.0	10.0	8.0	8.0	8.0	7.0	10.0	8.20		
	9.0	9.0	9.0	8.0	8.0	8.0	10.0	8.70	Yes	Yes
	6.0	9.0	7.0	7.0	6.0	7.0	10.0	7.15		
	0.0	0.0	0.0	0.0	0.0	0.0	10.0	0.50		
	6.0	10.0	6.0	5.0	5.0	6.0	10.0	6.70		
	7.0	10.0	8.0	7.0	8.0	8.0	10.0	8.10		
	3.0	9.0	0.0	2.0	0.0	5.0	10.0	3.60		
	7.0	10.0	6.0	6.0	5.0	6.0	10.0	7.10		
	6.0	10.0	5.0	4.0	5.0	6.0	10.0	6.40		

Town of Prosper, TX

Town Manager Interview Schedule

Friday, January 6, 2023

Meet at Prosper City Hall Lobby - 250 W. First Street, Prosper, Texas 75078

Participating Team Members Meet at 8:30 a.m.

Time	*Town Tour/w Designated Town Staff (Meet @ Town Hall)	**Candidates Lunch/w Town Staff (PD Multi-Purpose Room)	***Presentation Exercise (Town Hall Council Chambers)	Town Council & Staff Presentation Debrief (Town Hall Council Chambers)	****Community Meet & Greet (Town Hall Lobby & Chambers)	*****Council End of Day Debrief (Town Hall Executive Conference Room)
9:00 a.m. - 11:15 a.m.	All Finalists					
11:15 a.m. - 11:30 a.m. Break						
11:30 a.m. - 12:30 p.m.		All Finalists				
12:30 p.m. - 1:00 p.m. Break						
1:00 p.m. - 2:00 p.m.			Finalist A			
2:15 p.m. - 3:15 p.m.			Finalist B			
3:15 p.m. - 3:30 p.m. Break						
3:30 p.m. - 4:30 p.m.			Finalist C			
4:45 p.m. - 5:45 p.m.			Finalist D			
5:45 p.m. - 6:15 p.m.				Staff, GPS		
6:30 p.m. - 8:00 p.m.					All Finalists	
8:00 p.m. - 8:30 p.m.						TC, GPS, ITM

NOTES: * Tour bus and routing planned by Robyn and team; Staff tour guides will be Stuart, Robyn and Hulon. (Bob to do a ride along only)

** Lunch provider / menu...**TBD**; Robyn has lead on coordination.

*** Presentation is to be 20 minutes plus Q&A time; Subject - "Describe the tools, actions and infrastructure required on the part of the Town to prepare the DNT commercial corridor for development."

***Presentations to be recorded by Leigh and posted with to TC SharePoint Site within each candidates folder; post not later than 6:00 p.m.

**** Invitation only; invitees list by TC; e-mail invite to be desinged by Communications team; **e-mail invite to go out NLT December 21st**; candidate spouses invited; use 4 hight top tables in lobby (2) and chambers (2) for the candidates and let invitees move to each area to meet candidates.

*****Michelle - Post meeting with executive session for Town Manager search.

Hotel - OMNI @ The Star; Ron has called Marla for rate / reservation assistance.

Saturday, January 7, 2023

Meet at Prosper City Hall Lobby - 250 W. First Street, Prosper, Texas 75078

Participating Team Members Meet at 8:00 a.m.

Time	Meet/w Town Council (Town Hall Executive Conference Room)	Meet/w Interim Town Manager (Town Manager's Office)	*Candidates Lunch/w Town Council (Town Hall - Community Room)	**Council Interview Debrief (Town Hall Executive Conference Room)
8:30 a.m. - 9:30 a.m.	Finalist A	Finalist D		
9:45 a.m. - 10:45 a.m.	Finalist B	Finalist A		
11:00 a.m. - 12:15 p.m.	Finalist C	Finalist B		
12:30 p.m. - 1:30 p.m.			All Finalists	
2:00 p.m. - 3:00 p.m.	Finalist D	Finalist C		
3:00 p.m. - 4:00 p.m.				TC, GPS, ITM

NOTES: * Lunch provider / menu...**TBD**; Robyn has lead on lead on coordination.

**Michelle - Post meeting with executive session for Town Manager search.

Tuesday, January 10, 2023

Town Council Meeting - Selection of Town Manager

NOTES: Michelle - Post regular meeting with executive session for Town Manager search.

Have employment contract ready for review.

[REDACTED]

November 15, 2022

Mr. Bret Bauer
Co-Founder
Government Professional Solutions

Dear Mr. Bauer:

I am providing this letter and enclosed resume to show my interest in becoming the Town of Prosper Town Manager. I have over twenty-six years of progressive experience in city management, and I believe my background would be a positive fit for the Town of Prosper.

Currently, I am serving as the Nacogdoches City Manager and previously served for over three years as the Deputy City Manager in Denton, Texas and then over eight years as Deputy City Manager for the City of Coppell, Texas. From 2003 to 2009, I worked for the Town of Addison as the Assistant to the City Manager and then Assistant City Manager.

The following are excerpts of why I would be a good fit for Prosper:

- I currently serve as the City Manager in a diverse, full-service city of 33,000 residents that is the County seat and home to Stephen F. Austin State University (SFASU).
- The city budget is \$77 million, with 325 employees. Nacogdoches provides all city services including water, wastewater, and solid waste utilities and a general aviation airport with a flight school for SFASU.
- Prior to Nacogdoches, I served for 24 years in cities located in Dallas-Fort Worth. The most recent was with the City of Denton, which is a fast-growing, full-service, municipality of over 136,000 residents, 1700 employees, and \$1.2 billion operating and capital budget.
- My experience with economic development in fast-growing DFW and delivering excellent city services to a sophisticated and demanding citizenry.
- Years of experience working to bring reinvestment and activities to historic downtowns and working with Main Street and CVB groups.
- My expertise in capital planning and delivery with strategic planning for future growth.
- Working with several Mayors and City Councils over the years and having fostered a cohesive and positive Council-Manager-Staff rapport.
- My resourcefulness and collaboration with the business community, other cities, counties, school districts, universities, non-profits, Councils of Governments, transit authorities, and state agencies.
- Having an enjoyment and personal yearning for civic involvement and volunteerism.
- I deliver organizational excellence by building a city staff that responds with a sense of urgency, is solutions-oriented, is responsive to the City Council and resident's needs.

My philosophy is that municipal service delivery is customer-centric, while promoting a positive organizational culture that cares for each other and fosters professional and personal development.

The challenges cities face is enormous, the high-service demands, economic development growth, and infrastructure needs all with limited resources. I believe that my background working in close knit communities, my personality and work ethic, has prepared me to lead the Town of Prosper into the future.

Enclosed, you will find my resume so that you and the City Council can learn more about my background, work experiences, and qualifications. I welcome the opportunity to discuss further the Prosper Town Manager's position. Please do not hesitate to contact me at [REDACTED]. Thank you for your time and consideration.

[REDACTED]

[REDACTED]

[REDACTED]

SUMMARY OF QUALIFICATIONS

- A purposeful leader with over 26 years of service in municipal government, with twenty-two years of executive/senior leadership.
- An approachable and community-centered person with an emphasis on customer responsiveness.
- An open communicator that has developed an excellent rapport with Mayors & City Council Members, other government policymakers, community, and business leaders.
- Municipal government experience serving in areas including:
 - Budget/Finance -Policy implementation -Public/Private/Non-profit partnerships
 - HR/Employment relations -Parks & Recreation -Public Safety -Communications
 - Organizational leadership -Economic development -Strategic planning
 - Town & Gown relations -Planning & Development -Public Works/Utilities/Engineering
- Exceptional in a collaborative environment with an emphasis on leadership development and mentoring.
- Enjoys spending time with family, physical fitness, a foodie, travel, and music, all with a sense of humor.

PROFESSIONAL EXPERIENCE

CITY MANAGER

AUGUST 2020 - PRESENT

CITY OF NACOGDOCHES, TX (POPULATION 33,000)

- Serving as the Chief Executive Officer for a diverse, full-service organization with 325 employees, \$77 million annual budget.
- One of two City Council appointed employees.
- Provides the direction and leadership for all operational aspects of a complex organization.
- A change agent that develops a culture of excellence for residents, customers, business, and fellow employees.
- The final negotiator for economic development recruitments and retention projects.
- Redirected organization and resources towards City Council priorities and initiatives.
- Advanced the strategic review for long-term development for the city and historic downtown.
- Established an emphasis towards community connectedness and collaboration.

Key accomplishments:

- Directed the concept of establishing organizational core values.
- A fully integrated executive team with positive chemistry and shared leadership model with the CMO.
- Maximized City's financial resources towards re-staffing of key positions in Police, HR, Finance, Engineering, and Planning to enhance operations.
- Refocused resources towards the prioritization for infrastructure investment, neighborhood services, public safety, and quality of life.
- Increased sense of urgency on transparency in staff reporting, delivery of projects, increased citizen responsiveness, and service delivery.
- Negotiated Chapter 380 agreements for a new flight school at the Airport, new housing subdivision, and water park amenities.
- Re-established and fostered positive relationships with community partners: Stephen Austin State University, Nacogdoches ISD, TXDOT, Nacogdoches County, United Way, and Chamber of Commerce.
- Established listening and speaking tours to share city initiatives with the community and city employees.
- Directed the formulation of the City's first Capital Improvement Plan.
- Directed the initiation process for a Comprehensive Land Use Plan and Downtown Master Plan.
- Encouraged the initiation for private investment of downtown buildings and directed the support for evening and weekend entertainment activities.
- Maximized opportunities to re-establish special events with an emphasis towards community spirit and fun.

DEPUTY CITY MANAGER
ASSISTANT CITY MANAGER

APRIL 2019 – AUGUST 2020
MAY 2017 – APRIL 2019

CITY OF DENTON, TX (POPULATION 136,000):

Core Responsibilities include the following:

- Second in charge of a large, fast-growing, full-service, and diverse organization with approximately 1,700 employees and a \$1.2 Billion annual budget.
- Collaborated closely with City Council. Maximized a flow of communication between City Council, CMO, and operating departments.
- Supervised the Water/Wastewater Utilities, Solid Waste, Public Works, Engineering/Capital Projects, Fleet Services, Airport, and Transportation.
- Directed and assisted in the management and oversight of all operational aspects within the city.
- Strategized organizational needs to develop action plans to change organizational culture, enhance service delivery, and correct customer service deficiencies.
- Participated in economic development recruitment and negotiation efforts for major commercial and residential projects within the city.
- Served as the Staff liaison to City Boards and City Council Committees

Key accomplishments:

- Served as a lead in the City's COVID-19 Pandemic response.
- Served as a key participant in the city's largest General Obligation bond program (\$221M) in November 2019.
- Contributed as a negotiator in the city's largest economic development deal: Hunter & Cole Ranch
- Formulated a culture of accountability, customer service, transparency, and a sense of urgency for the city.
- Re-established and fostered positive relationships with key partners: University of North Texas, Texas Woman's University, Denton ISD, North Central Texas Council of Governments, TXDOT, and Denton County.
- Reformatted the Capital Improvement Program into a communicative, understandable, and accountable format.
- Led the negotiations for the Civil Service Meet & Confer agreement between the city and the Denton Police Officers Association.
- Negotiated professional contracts for engineering, architectural services, and pre-construction services.
- Established a Mid-Level Management Development Series that was co-facilitated by City Department Directors.
- Restructured departments to better serve citizens, eliminated duplicative efforts and outdated practices.
- Utilized business-based principles to recommend the elimination of unsustainable programs in Solid Waste.
- Established better relations with downtown businesses and new service delivery models.

DEPUTY CITY MANAGER

JANUARY 2009 – MAY 2017

CITY OF COPPELL, TX (POPULATION 40,000)

- Served as second in command of a medium-sized, diverse organization that comprises approximately 425 employees and a \$110 Million annual budget.
- Directed all City Departments which included: Human Resources, Engineering/Public Works, Parks & Recreation, Information Services, Finance, Police, Fire, Library, and Planning until July 2012. From July 2012 until May 2017 directed half of the organization with the hiring of a second Deputy City Manager.
- Led and participated in several quality of life and private development projects and efforts within the city.

Key accomplishments:

- Implemented and communicated the Coppel 2030 Vision goals and objectives.
- Advanced the city's re-imaging campaign through the Bold Vision/Big Impact Initiative.
- Resolved citizen complaints and other service issues.
- Collaborated for the successful deployment of a combined public safety dispatch system that serves the Metrocrest cities (NTECC).

- Implemented and deployed several enterprise-wide technology systems.
- Recruited and mentored executive-level employees.
- Recommended and implemented policy directives towards all city operations.
- Collaborated in the sales tax re-authorization referendums.
- Re-engineered the City's Information Technology Department.
- Assisted in the formulation of a combined public safety radio system and fire training facility.
- Spearheaded the City's *Living Well in Coppell* wellness initiative.
- Managed the contract transit services for seniors and disabled citizens.
- Oversaw the successful implementation of city facility and infrastructure construction projects.
- Directed the City's Annual Employee Conference.

ASSISTANT CITY MANAGER/CITY SECRETARY

OCTOBER 2006 TO JANUARY 2009

ASSISTANT TO THE CITY MANAGER

SEPTEMBER 2003 TO SEPTEMBER 2006

TOWN OF ADDISON, TX (POPULATION 15,000)

- Managed the Parks & Recreation, Visitor Services, Conference Centre, and Municipal Court Departments including the Town's top-rated Internship Program.
- Managed municipal elections, council agenda postings, minutes, and public information requests.
- Coordinated the Addison Citizens Advisory Committee process.
- Developed and managed the Town Manager's and City Council operating budgets.
- Acted as the staff liaison to the Dallas Area Rapid Transit (DART).
- Performed all legislative affairs for the Town.
- Responsible for the bi-annual Citizen Academy program.
- Project manager for public affairs campaign to secure passenger rail service into Addison.

ASSISTANT DIRECTOR – COMMUNITY SERVICES

JUNE 1999 – SEPTEMBER 2003

CITY OF HURST, TX (POPULATION 35,000)

- Reported to the Deputy City Manager.
- Oversaw the day-to-day functions within the Department.
- Prepared all staff reports for City Council, Library, Historical, and Park Boards.
- Developed and monitored the Community Services Department annual budget.
- Oversaw the Community Development 4B sales tax and miscellaneous project funds.
- Conducted project and contract management for departmental projects.

MANAGEMENT ANALYST

FEBRUARY 1998 TO MAY 1999

INTERIM PURCHASING MANAGER

OCTOBER 1997 TO FEBRUARY 1998

FLEET ANALYST

MARCH 1996 TO OCTOBER 1997

CITY OF CARROLLTON, TX (POPULATION 105,000)

- Coordinated entire City budget process.
- Conducted reports related to cost accounting, water/sewer rates, and cost of service studies.
- Supervised Purchasing Division staff and operations.
- Developed and managed equipment replacement schedule and coordinated equipment bid specifications and procurement and administered Alternative Fuels Program for compliance.

ADMINISTRATIVE INTERN

JANUARY 1995 – SEPTEMBER 1995

CITY OF LUFKIN, TX

- Conducted special projects for the City Manager's Office and other departments.

[REDACTED]

EDUCATION

[REDACTED] [REDACTED] [REDACTED]
[REDACTED] [REDACTED] [REDACTED]

PROFESSIONAL AND COMMUNITY ACTIVITIES

Professional Memberships:

- International City/County Management Association (ICMA)
- Texas City Management Association (TCMA)
- East Texas City Management Association (ETCMA)
- Texas Municipal League (TML)

Professional Activities:

- UMANT President (2002); Vice-President (2001); Treasurer (2000); Membership Co-Chair (1999)
- ICMA Workplace Diversity Conference Scholarship Recipient (2001)
- ICMA Emerging Leaders Task Force (2005)
- Graduate of the Senior Executive Institute (SEI) Program at the University of Virginia, July 2006
- ICMA Local Government Management Fellow, Board Member (2006-2019)
- Leadership ICMA Graduate, September 2007
- TCMA Committees: Public Relations, Membership, Mentoring, and Professional Development
- NTCMA At-Large Board Member (2005-07 and 2017-2019)
- 2012 Recipient of the UMANT Joy Sansom Mentor Award
- Participant in the Commandant's National Security Program at the US Army War College, July 2013
- Graduate of the North Texas Commission's Leadership North Texas Class VII
- 2016 Recipient of the Alumnus of the Year University of North Texas, Master of Public Administration

Community Involvement:

- Nacogdoches Rotary Club Member (2020-present)
- Nacogdoches Booster Club Member (2020-present)
- Nacogdoches Charitable Foundation (2021-present)
- Dallas ISD: Site-Based Committee: Anne Frank Elementary, DISD (2003-09)
- Coppell YMCA Board of Managers (2012 to 2017)
- Coppell Rotary Club Member (2010 to 2019)
 - Club Secretary (2012-13), President-Elect (2013-14), President (2014-15)
- Coppell ISD:
 - Mentor to students at Austin Elementary (2011 to 2017)
 - Facilities Visioning Committee: (2015)
 - School Bond Committee: (2015-2016)
 - Band Volunteer: (2016 to 2018)
 - Site-Based Committee: Coppell High School (2016-2018)
- University of North Texas
 - Public Administration Advisory Board (PAAB), Member (2010-2022)
 - Public Administration Advisory Board, Chair (2013-2016)
 - Latino Alumni Network Leadership Group (2019-present)

Candidate Questionnaire

Town Manager

Town of Prosper, Texas



Candidate Information

Full Name (First, Middle, Last): [REDACTED]	Phone/Email Information
Nicknames: N/A	Cell: [REDACTED]
	Home: [REDACTED]
	Email: [REDACTED]

Please answer each of the following questions completely and thoroughly.

- How many employees and what size budget do you oversee?

There are 325 employees at the City of Nacogdoches.

The current budget size is a total of \$82,357,000.
(Operational funds: \$51,956,000; Capital \$30,401,000)
- Please explain why you left your last three positions.

I left Addison to become the Deputy City Manager in Coppell. I left Coppell to become the Assistant City Manager in Denton. I left Denton to become the City Manager in Nacogdoches.
- Are there any gaps in your employment history? *No, there are no gaps in my employment history.*

If so, please explain in detail. *N/A.*
- What is your proudest professional accomplishment?

Becoming a first-time City Manager in Nacogdoches which is also the community of my undergraduate alma mater and where I chose to get into the city management profession.
- Briefly describe your experience and skills in developing/maintaining community partnerships.

At every leadership position where I have worked, I have developed a good rapport with the local entities such as the school district, the County, the universities, and Chambers of Commerce. My approach is to learn who are the active groups to engage and reach out proactively to understand their mission, their names and faces, and stay connected. I join civic and business organizations, maintain active memberships, and serve in leadership roles. I serve on various community boards/committees, enjoy volunteering, and speak at events when called upon.
- Briefly describe your experience and skills in economic and community development.

In Coppell, Denton, and Nacogdoches I have played an influential role in economic development and community development. Each of these communities had different funding structures for these efforts.

Coppell: We relied on sales tax rebates, tax abatements, and land banking for incentivizing economic development. We created a robust tax base as Coppell landed several high-profile businesses in the city. This increased the tax base significantly which leveraged the use of the 4B sales tax for crime control, street maintenance, and parks & recreation amenities. Coppell through the use of land banking created Old Town Coppell which is their version of a small downtown setting with Charleston style homes, a performing art center, a farmer's market, city facilities, a central park, cottage style businesses, and successful restaurants. The 4B sales tax was expanded to allow the full renovation and expansion of the city's park system for active and passive recreation use. I worked directly with the Billingsley Company in the formation and operation of the Cypress Water Municipal Management District which is a 940-acre master planned community of multi-family, retail, office, a lake amenity, and DART rail stop.

Denton: In Denton, we relied on sales tax rebates, tax abatements, tax increment financing (TIF), and impact fee credits for economic development. Staff also incorporated an expedited development review process where developers paid extra fees for a quicker turnaround. We worked closely with UNT and TWU on small area plans to ensure that adjacent neighborhoods were enhanced and protected from student traffic and parking. We boosted historic downtown Denton through the promotion of weekend and evening activities with pubs, restaurants, and the music scene. We worked collaboratively with business owners and the County on a Downtown Master Plan to plan for the future while respecting the historic characteristics of the area and adjacent neighborhoods. A downtown TIF was created to bank revenues for future capital projects which could include a parking garage.

The continual construction on Denton streets and other major roadways such as I-35, SH 380 required staff to work with TXDOT to ensure proactive messaging was clear and timely. As a result, businesses and commuters affected by construction could be informed of travel disruptions. An entire communications plan and team was created just for informing the public and businesses regarding construction. We facilitated a bond committee that reviewed and recommended projects to the City Council. In November 2019, the citizens of Denton overwhelmingly approved a \$221M bond program for street repairs, public safety facilities, and parks.

The city also embarked on a large economic development project by the combining of the Hunter and Cole Ranches into a 6500-acre master planned community. This involved the formation of a municipal management district (MMD) to ultimately build 15,000 single family homes, 5,000 multi-family units, 400 acres of commercial, and 100 acres of industrial developments. We negotiated land banking for the future expansion of city facilities, cash commitments from the developer held in escrow for their pro-rata share of building city facilities, open and recreational space for the public, and guaranteed impact fee rates for utility expansions.

Nacogdoches: In Nacogdoches, the city relies on an economic development fund that has accumulated monies from contributions from the General, Utilities, and Solid Waste funds. The City's economic development efforts are served by the Nacogdoches Economic Development Corporation (NEDCO). NEDCO's President and the City Manager work closely as they occupy office space in City Hall. Nacogdoches does not have a 4B sales tax.

During my time as the City Manager, we have revamped the economic development policies to make it more transparent and protect these funds from unrelated uses. The city negotiated a public private partnership for the creation of a new undergraduate degree aviation program between the city and the airport, with Stephen F. Austin State University, and HCH Aviation LLC to build a state-of-the-art hangar, purchase multiple planes, and a simulator. The city created a housing incentive program to encourage single family development by offering a rebate for each home built after the City issued the certificate of occupancy. The program is zero-risk to the city and designed to bridge the cost gap of public infrastructure that serves the development. The city renegotiated a past incentive agreement with a

water park operator to ensure that performance measures were incorporated to guarantee amenities are built as promised to the public. We are currently in three-way negotiations with a large land owner in the County to voluntarily annex so that a prospective industrial user can obtain city utilities for their future development. This development deal once completed will be a major contributor to the City's tax base and a large utility user.

Upon my arrival in late 2020, the staff has embarked on strategic community planning and investing in infrastructure for the future. The city is currently working on an update to the Comprehensive Land Use Plan and Downtown Master Plan. The Comp Plan scope is also comprised of an Interstate 69 corridor study and housing analysis. The Downtown Plan will ensure that the historic downtown is preserved while taking a critical look at housing, pedestrian access, landscaping, traffic flows, parking, lighting, and other infrastructure needs. The city is very fortunate to have the Hotel Fredonia, a full-service hotel, as an anchor in Downtown. The hotel has been successful from its complete renovation as a result of the Qualified Hotel Project incentive program that allows the city's portion of the hotel tax and the state's hotel tax and sales tax to be rebated to the hotel for a 10-year period.

Over the course of the last 18 months, the city created its first Capital Improvement Program that identified a full review of its capital needs for the next 10-12 years. The City Council held several dedicated workshops to review this material in preparation to address deferred infrastructure investments. The plan is a proposed General Obligation bond program in November 2023 and the issuance of revenue bonds in 2024.

7. Briefly describe your experience and skills in preparing, monitoring, and adhering to a budget.

My entire career in city management has involved working with the budget. In the executive roles I have had over the past 16 plus years, I have relied on the finance and/or budget staff to organize and coordinate the budget. We have established internal service funds to address fleet and other capital equipment needs. While budgeting is done on an annual basis, it is imperative to financially plan 3-5 years into the future. This demonstrates the long-term effects of decisions especially given the stringent revenue caps for cities.

Based on the priorities set by City Council, I work to ensure these are well communicated to the departments at the budget kickoff. The departments are informed of the nature of the revenue situation in advance as they prepare their budgets for the following year. The budget team, City Manager's Office, and departments collaborate on establishing the recommended budgets for the City Council. Council budget workshops are scheduled to allow departments to present a brief overview of the budget by sharing their goals and accomplishments, the issues facing the department, and next year's budget requests. This provides the Council a review of operations to ensure transparency and accountability of the departments.

Regarding the monitoring and adherence of the budget, the city has adopted a number of financial policies. While the City Manager has broad authority, I fully respect and adhere to these policies to ensure there is integrity in our systems and processes. For example, we will never fall below our 25% fund balance policy. In fact, I prefer to maintain extra cushion for contingency purposes. Budget to actual reports is reviewed monthly by Finance and available to the CMO and departments. If there is an outlier, the Finance Director will report it. On a quarterly basis the City Council is sent a recap of the budget and budget amendments are taken to City Council for their approval. All expenditure items taken before the City Council are scrutinized and approved by Finance prior to action being taken. The Annual Comprehensive Financial Report (ACFR) is completed in a timely manner with little to no management findings. The outside auditing firm will validate cash balances from bank records and financial reports.

In summary, my recommended budgets to City Council are balanced as we budget conservatively for revenues and budget aggressively for expenditures. We will live within our means, we maintain healthy reserves, and we do not use one-time monies for recurring expenditures and hope for the best.

8. Briefly describe your experience in providing written and verbal communication to employees and elected/appointed officials?

In my role as City Manager and past positions, I have presented quite often to a myriad of groups as a representative of the city. On a regular basis I send out written communications to our employees. As part of an employee newsletter, I write a "Manager's Message". I enjoy meeting with employees to share what is happening in the community and organization. I have a monthly Manager's meeting which is comprised of 25+ management staff for them to share about any ongoing issues and projects within their operations. As part of the recent Police Chief recruitment, I met with over 50 police department employees to seek their input on the attributes of a new chief. I personally met one on one with employees and surveyed them to get more specific feedback as well.

I meet privately with the Mayor and City Council to review any issues they may need addressing and/or provide them updates. I have extensive experience presenting items before City Council and do present on a regular basis depending on the matter. I speak regularly to community groups, civic organizations, and sit on panels representing the city. The City Manager's Office produces a weekly Friday Update which is a brief recap of recent activities for the week and an outlook for upcoming activities and events.

9. What do you feel are your greatest strengths as a public servant?

Problem solving skills and my quest to find workable solutions to issues.

I am a participatory manager.

I employ a shared leadership style.

10. What areas do you perceive you need to be working on to become a better leader?

I can be impatient at times.

I can lose sight to celebrate successes and mourn our losses.

I should try to have more fun at work and do need to let my guard down at times.

11. Describe your philosophy and approach to building a strong team environment?

As the new Town Manager, I would take the time to learn the organization and develop relationships across all levels. It is important to establish a rapport with the staff and develop a sense of trust.

I encourage an organizational culture that is servant minded, that exceeds expectations and delivers on its commitments. We establish core values and/or guiding principles (our non-negotiables) where everyone regardless of stature is treated with dignity and respect.

I want to be surrounded with people who have the aptitude to learn but more importantly have the positive attitude to serve others. I provide the team with the tools and resources to allow them to do their jobs well. This can be accomplished by taking the time to vision and to think strategically and broadly. Then work towards building the support systems to set the goals, objectives, and outcomes for success.

I am approachable and a good listener so others feel welcome to seek assistance and bring issues when they arise. I challenge people to make decisions and recommendations while also holding them accountable, and incorporate teachable moments when decisions do not go the right way.

Finally, I prefer to work in an environment where we as a group can get to know each other on a personal level. We would learn together and from each other through group book readings, attending trainings/seminars, and enjoying each other's company by socializing together during and after work hours. I enjoy fostering a mentor/mentee relationship as we all can learn from each other through our interactions and experiences.

12. Briefly describe the role of City/Town Manager's in this day in age?

Today's municipal organizations are very complex with many issues happening at once and subject matter experts on staff dealing with these issues. The Manager needs to be less technical and more conceptual with their skillset. The Manager needs to be adaptive to a constantly changing environment, as they seek input and options on difficult issues, and work to build consensus on competing interests in a political environment without being political. The Manager has to be a skilled communicator that tailors the message to resonate with their audience.

Also, in a small/medium size organization, the Town Manager is the culture leader by setting the tone for the organization. The Manager influences the organizational culture and how employees are treated and services are delivered to the community. If the tone set by the Manager is incongruent with culture of the organization, then there needs to be alignment or there could be difficult times ahead.

13. As a part of our overall application process, we may conduct social media, online presence, news, blogs, or similar inquiries or reviews, using Google or similar search engines. Is there any information you have not disclosed, addressed, in this or any other document relating to this search, or which you have not discussed, shared or disclosed with the GPS search consultant, that someone may construe as negative or consequential as it relates to the position for which you have applied?

No, there is nothing that I am aware of that has not been disclosed.

14. The established salary range for this position is \$230,000 - \$260,000, with a great benefit package. Do you have any concerns about agreeing to a salary in this range? *There are no concerns on my part.*

15. How did you hear about this position? (Please be specific)

I saw the posting in the ICMA weekly newsletter and contacted Mr. Bauer to inquire more information. Around the same time, I was contacted by colleagues in the DFW area about the posting. Before I considered applying, I did reach out to Bob Scott to hear more about the organization and he was very complimentary.

16. Have you interviewed, over the past six (6) months, with any other employers, or are you a finalist in any recruitment processes for similar position at this time? If yes, what is the status of any current search processes in which you are involved?

I was a finalist for the City Manager in Addison, Texas but was not named. I am not involved in any other searches.

Due Diligence Questionnaire

Town Manager

Town of Prosper, TX



Candidate Information

Full Name (First, Middle, Last): [REDACTED]	Phone Information
Nicknames: N/A	Cell: [REDACTED]
	Home: [REDACTED]
	Office: [REDACTED]

Please answer each of the following questions completely and thoroughly.

1. Have you been subject to a formal charge regarding a conflict of interest, violation of ethical conduct, malfeasance, or misfeasance in the performance of duties? **No** If so, please explain the circumstances.
2. Have you ever been the subject of an investigation, or censured by a grand jury, board of inquiry or similar body? **No**
If so, please provide details, explain the circumstances and final outcome.
3. Have you been subject to any disciplinary actions, including suspension, probation, or demotion in your adult working career? **No**
If so, please provide relevant details, explain the circumstances and the final outcome.
4. Has any organization, corporation, institution, or former employer dismissed, or asked you to resign for any reason, or from any position? **No** If so, please provide relevant details, and explain the circumstances. **N/A**
5. If you have been in your current, or most recent organization, for less than two years, please describe why you are interested in a career move at this time? **N/A**
6. Have you ever filed for bankruptcy, or taken similar adverse financial action, that may limit your ability to be in a position of fiduciary responsibility, including being bonded? **No**
7. Is there anything, in your personal or professional background history that our Firm, an employer or citizen could possibly, or perceive, view, or interpret as factually or potentially embarrassing to anyone? **No**
Would, or could, this information impair your ability to perform the essential duties of this job if discovered at a later time? **No** If so, please explain, provide details of the circumstances and current disposition. **N/A**
8. Please list all your social media outlets and the usernames for those social media outlets.
Facebook: [REDACTED]
Twitter: [REDACTED]
Snapchat: [REDACTED]

Instagram: [REDACTED]

LinkedIn: [REDACTED]

Pinterest: [REDACTED]

Nextdoor: [REDACTED]

Reddit: [REDACTED]

9. Do you understand that we may disqualify your candidacy from this search if valid, verifiable, and reliable information emerges, contrary to any information you provide us during this process? **Yes**



www.sfasu.edu

Leading the way: Career in city management brings ██████ back to Nac

When ██████ walked the SFA commencement stage in 1995, he had a small U-Haul trailer packed and connected to his Chevy Blazer, and he was ready to drive back to the DFW area and begin his career. He wasn't sure he would ever return to Nacogdoches, but he was positive about the career he wanted to pursue.

"As a 20 year old, I knew I wanted to work in city management," ██████ said.

██████ confidence was based on his interactions with Dr. Richard Herzog, an SFA faculty member who encouraged him to consider a career in public administration and introduced him to the Lufkin city manager in neighboring Angelina County.

██████ went on to work for several Texas cities, including Denton, Coppell, Addison, Hurst and Carrollton. He earned a master's degree in public administration from the University of North Texas and became involved in professional organizations that include the International City/County Management Association and the Texas City Management Association. And, in the midst of a pandemic, he returned to Nacogdoches as city manager in August 2020.

"Coming back to Nacogdoches has been so rewarding," ██████ said. "I was excited and humbled that the city council had the confidence to appoint me as city manager. Everyone I have met has been friendly and extremely supportive. I am proud of what has been accomplished in our community and on campus during the past 25 years. It has blown me away."

In addition to his academic coursework, ██████ said his participation in the Student Activities Association served as valuable career preparation.

"Having a leadership position during my junior and senior years allowed me to work with fellow students and faculty members to coordinate bringing concerts and other entertainment options to campus," he explained. "The opportunities taught me the collaborative nature of working with other employees and volunteers to meet expectations and execute a successful event."

██████ said the challenges cities face are enormous, with high service-delivery demands and minimal and declining resources. But the day-to-day stresses of the job prepared him well for his first months in Nacogdoches, when in addition to the COVID-19 pandemic, he led the city through hurricane preparation in August and two of the largest winter-weather events in recorded history.

"Regardless of how much you plan, each day is never the same," he said. "We have emergency plans in place to deal with inclement weather, and with Hurricane Laura and the snowfalls and winter storms."

However, ██████ said COVID-19 was a different story.

"Through the devastation of the pandemic, we've learned that good and effective leadership is vital in making it through tough times," he said. "Local governments have finite resources, so working across jurisdictional boundaries is imperative when budgets are squeezed and resources evaporate. The role of the city manager is

to be flexible in approach, clear hurdles, advocate for resources, create avenues for communication and get out of the way so that the subject matter experts can do their jobs. Along the way, the manager should be encouraging and motivating to an exhausted staff, because all of this work is in addition to everyone's normal duties. I can't imagine myself in any other career."

Once again [REDACTED] is using the skills he learned at SFA to ensure that the city, the university, the Nacogdoches Independent School District and Nacogdoches County bring collaboration to a new level to accomplish goals that may previously have seemed out of reach.

"The leaders of each of these entities are meeting regularly and have formed great friendships," he said. "We have set a positive tone and will work together to better our community. I have no doubt that, as a group, we can accomplish so much more than we could on our own."

One of those goals in 2021 is to bring back, within the safe parameters of health guidelines, many of the special events and festivals for which Nacogdoches is known.

"I know many people are ready to get out and travel again, so I encourage alumni to come and see what is going on in Nacogdoches and the exciting changes that are happening on the SFA campus. That charm and hospitality of our community has never been more appealing."



YouTube Links for



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1. 








CHRIS LOWE

J.D., M.P.A.

Partner and Co-Founder

SUMMARY

Chris Lowe is a dynamic leader and creative problem-solver with a deep affinity for public service. He draws upon 15 years of experience in city management and over 20 years in the public sector to help guide public clients through myriad opportunities and challenges, from economic development and funding, to human resources and utility management.

EDUCATION

Juris Doctor, Marquette University,
Milwaukee, WI

Master of Public Administration (MPA),
Bowie State University, Bowie, MD

**Bachelor of Arts, Political Science and
Government**, University of Kansas,
Lawrence, KS

CONTACT

(785) 766-9104

clowe@governmentpros.com

LINKEDIN:

<https://www.linkedin.com/in/chris-lowe-823bb4173/>

ASSOCIATIONS

International City/County Manager's
Association (ICMA)
Government Finance Officers
Association (GFOA)

SPECIFIC EXPERIENCE

Executive Recruitment & Human Resources

- Personally recruited and hired more than 50 employees, including executives and department heads
- Conducted classification and compensation studies
- Developed and implemented performance measurement programs
- Developed and implemented compliant personnel policies, procedures manuals, and employee handbooks
- Negotiated collective bargaining agreements with unions

Budgeting & Finance

- Developed and managed more than \$75 million in municipality annual budgets
- Supervised competitive bond sales to finance public infrastructure improvements
- Led efforts to refinance bonded indebtedness, saving millions in debt service
- Created and implemented accounting manuals and investment policies

Community Strategic Planning

- Created full scope community strategic plans
- Conducted council retreats with goal setting priorities
- Led extensive community engagement efforts
- Conducted numerous stakeholder interviews

Economic Development

- Developed public private partnerships and negotiated economic development agreements, resulting in new community services, financial savings, and local business expansion
- Secured grant funding for various community improvements, from city lighting to transportation infrastructure
- Administered multi-million capital improvement programs



BRET BAUER

M.P.A.

Partner and Co-Founder

SUMMARY

Bret Bauer brings more than 15 years of public sector experience and best practices to his work with public clients. Serving in city management roles in Missouri, Kansas and Texas gave Bret significant experience in utility and budget management, human resources, and economic and community development. Bret's ethics and integrity have also earned him widespread recognition and trust.

EDUCATION

**Master of Public Administration (MPA),
Bachelor of Science, Criminal Justice**
Wichita State University, Wichita, KS

CONTACT

(316) 207-0688

bbauer@governmentpros.com

LINKEDIN:

<https://www.linkedin.com/in/bret-bauer-mpa-icma-cm-b89ab3b3/>

ASSOCIATIONS

International City/County Manager's Association (ICMA)
Government Finance Officers Association (GFOA)
Texas City Managers Association (TCMA), Ethics Committee 2019-2020, Membership Committee 2017-2019
East Texas City Managers Association (ETCMA), Board VP 2019-2020

SPECIFIC EXPERIENCE

Executive Recruitment & Human Resources

- Personally recruited and hired more than 25 employees, including executives and department heads
- Conducted classification and compensation studies
- Developed and managed training exercises for county staff and residents on emergency preparedness and the National Incident Management System
- Conducted ethics training

Budgeting & Finance

- Managed multi-million-dollar municipal budgets, both departmental and annual
- Developed capital improvement programs and strategic plans
- Managed and oversaw payroll processes

Community Strategic Planning

- Created full scope community strategic plans
- Led extensive community engagement efforts
- Conducted multiple stakeholder interviews
- Conducted council retreats with goal setting priorities

Economic & Community Development

- Led numerous economic development successes in new development and redevelopment
- Led successful negotiations with developers

Project & Program Management

- Managed and oversaw Public Works and Parks Departments
- Streamlined departments to operate more efficiently and effectively, including a Build/Code Enforcement department

Utility Management

- Developed, maintained, and managed National Pollutant Discharge Elimination System permits
- Recommended to serve on the Kansas Municipal Energy Agency



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
06/14/2024

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

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

PRODUCER SECURITY SERVICE INSURANCE/PHS 65815020 The Hartford Business Service Center 3600 Wiseman Blvd San Antonio, TX 78251	CONTACT NAME: PHONE (A/C, No, Ext): (866) 467-8730		FAX (A/C, No):
	E-MAIL ADDRESS:		
	INSURER(S) AFFORDING COVERAGE		NAIC#
INSURED Government Professional Solutions, LLC 104 HARBOR HAVEN ST GUN BARREL CITY TX 75156-4319	INSURER A: Hartford Underwriters Insurance Company		30104
	INSURER B:		
	INSURER C:		
	INSURER D:		
	INSURER E:		
	INSURER F:		

COVERAGES**CERTIFICATE NUMBER:****REVISION NUMBER:**

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

INSR LTR	TYPE OF INSURANCE		ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/Y YYY)	LIMITS			
A	<input type="checkbox"/>	COMMERCIAL GENERAL LIABILITY			65 SBA AG7X1Y	07/13/2024	07/13/2025	EACH OCCURRENCE	\$1,000,000		
		<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	\$1,000,000		
	<input checked="" type="checkbox"/> General Liability	MED EXP (Any one person)						\$10,000			
	GEN'L AGGREGATE LIMIT APPLIES PER:							PERSONAL & ADV INJURY	\$1,000,000		
	<input checked="" type="checkbox"/> POLICY	<input type="checkbox"/> PRO-JECT	<input type="checkbox"/> LOC					GENERAL AGGREGATE	\$2,000,000		
	OTHER:							PRODUCTS - COMP/OP AGG	\$2,000,000		
A	<input type="checkbox"/>	AUTOMOBILE LIABILITY			65 SBA AG7X1Y	07/13/2024	07/13/2025	COMBINED SINGLE LIMIT (Ea accident)	\$1,000,000		
		ANY AUTO						BODILY INJURY (Per person)			
		ALL OWNED AUTOS HIRED AUTOS						<input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS	BODILY INJURY (Per accident)		
		<input checked="" type="checkbox"/> X						<input checked="" type="checkbox"/> X	PROPERTY DAMAGE (Per accident)		
A	<input checked="" type="checkbox"/>	UMBRELLA LIAB EXCESS LIAB			65 SBA AG7X1Y	07/13/2024	07/13/2025	EACH OCCURRENCE	\$1,000,000		
		<input checked="" type="checkbox"/> OCCUR CLAIMS-MADE						AGGREGATE	\$1,000,000		
	DED	RETENTION \$ 10,000									
A	<input type="checkbox"/>	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY						PER STATUTE	OTH-ER		
		ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)						<input type="checkbox"/> Y/N	N/A	E.L. EACH ACCIDENT	
		If yes, describe under DESCRIPTION OF OPERATIONS below								E.L. DISEASE -EA EMPLOYEE	
										E.L. DISEASE - POLICY LIMIT	
A		Professional Liability			65 SBA AG7X1Y	07/13/2024	07/13/2025	Each Claim Limit	\$100,000		
								Aggregate Limit	\$100,000		

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

Those usual to the Insured's Operations.

CERTIFICATE HOLDER

For Informational Purposes
 104 HARBOR HAVEN ST
 GUN BARREL CITY TX 75156-4319

CANCELLATION

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

AUTHORIZED REPRESENTATIVE

Susan L. Castaneda

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