



A PROPOSAL TO CONDUCT
EXECUTIVE RECRUITMENT SERVICES
FOR
CITY MANAGER
ON BEHALF OF THE
CITY OF LAKE CITY, FL

S. RENÉE NARLOCH, PRESIDENT
2910 Kerry Forest Pkwy D4-242, Tallahassee, FL 32309
P 850.391.0000
info@srnsearch.com

723 West University Ave, Suite 110-296, Georgetown, TX 78626
P 512.843.5439
info@srnsearch.com

www.srnsearch.com



August 2, 2021

Mayor Stephen Witt
and Members of City Council
Attn: Ms. Karen Nelmes
Procurement Director
City of Lake City
205 N. Marion Avenue
Lake City, FL 32055

Submitted via email: NelmesK@lcfla.com

Dear Mayor Witt and Councilmembers:

We appreciate the opportunity to provide the City of Lake City with a proposal to conduct a search for the position of City Manager. Our proposal includes an overview of our qualifications and costs related to our services.

With respect to this recruitment for the City of Lake City, you should know:

- ❖ S. Renée Narloch & Associates has extensive experience conducting quality searches that result in the placement of candidates ideally suited to clients' needs. S. Renée Narloch & Associates is incorporated in the State of Florida and is a small, woman-owned business. For many years, Ms. Narloch, President, served as the Senior Vice President of Recruitment for a national public sector consulting firm, responsible for recruitments in 40+ states. Her career in public sector recruitment spans over 25 years, during which time she has participated in hundreds of public sector searches nationwide.
- ❖ S. Renée Narloch & Associates is currently conducting recruitments on behalf of **Cumberland County, NC** (Assistant County Manager General Government & Stewardship); **City of Dunedin, FL** (Director of Community Development; Director of Communications); **City of Sugar Land, TX** (Assistant Finance Director); **San Antonio Housing Authority (SAHA), TX** (Director of Federal Housing Programs); and **Miami-Dade Public Housing and Community Development (PHCD), FL** (PHCD Development Director).
- ❖ Ms. S. Renée Narloch, President, has extensive experience conducting public sector executive recruitments throughout the nation, including more than 400 searches for clients such as the **City of Live Oak, FL** (City Manager); **City of Coral Springs, FL** (City Manager; Deputy City Manager; Director of Economic Development; Finance Director; Police Chief); **City of Fort Lauderdale, FL** (City Manager; Assistant City Manager; Deputy Director of Human Resources; Building Official;



City Attorney; Director of Sustainable Development); *City of Tallahassee, FL* (City Manager; Human Resources Director; Fire Chief; Director of Airport); *City of Dania Beach, FL* (City Manager); *City of Dunedin, FL* (City Manager; Finance Director); *City of Miami Beach, FL* (City Manager); *Palm Beach County, FL* (County Administrator; Director of Capital Improvements); *Alachua County, FL* (County Manager); *Lee County, FL* (County Manager; County Attorney); *Town of Palm Beach, FL* (Town Manager); *Town of Jupiter, FL* (Town Manager); *City of Thomasville, GA* (City Manager); *Town of Addison, TX* (City Manager); *City of Charlottesville, VA* (City Manager); *City of Virginia Beach, VA* (Deputy City Manager; Deputy Director Human Services); *Wake County, NC* (County Manager); *City of Dallas, TX* (City Manager; Assistant Director of Water Utilities; Assistant Director of Transportation Operations); *City of Topeka, KS* (City Manager); *City of Washington, IL* (City Administrator); *Broward County, FL* (Assistant Director of Economic & Small Business Development; County Attorney; Port Everglades Chief Executive/Port Director; Port Everglades Director of Business Development); *Franklin County (Columbus), OH* (County Administrator; Animal Care and Control Services Director); and many others. Ms. Narloch will conduct the recruitment for the City Manager for the City of Lake City. A sample of her past clients is included in our proposal (Clients, Page 7).

- ◆ S. Renée Narloch & Associates has highly trained staff, a vast network of contacts and professional affiliations in public sector management, and a proven recruitment process tailored to our clients' needs, which will result in a quality pool of candidates.

Thank you for your consideration. Please do not hesitate to contact us at 850.391.0000 should you have questions or need additional information.

Sincerely,

S. Renée Narloch, President

TABLE OF CONTENTS

ABOUT US	1
OUR UNDERSTANDING OF THE REQUESTED SERVICES.....	1
PRIMARY CONTACT.....	1
OUR FIRM HISTORY AND EXPERIENCE	1
SMALL BUSINESS/MINORITY BUSINESS.....	2
STATEMENT OF PROFESSIONAL STANDARDS.....	2
OUR RECRUITMENT PROCESS	3
DEVELOPING THE CANDIDATE PROFILE.....	3
ADVERTISING CAMPAIGN AND RECRUITMENT BROCHURE.....	3
RECRUITING CANDIDATES.....	3
SCREENING CANDIDATES	4
PRELIMINARY INTERVIEWS	4
PUBLIC RECORDS SEARCH.....	4
RECOMMENDATIONS.....	4
FINAL INTERVIEWS	4
BACKGROUND CHECKS/DETAILED REFERENCE CHECKS.....	5
NEGOTIATIONS.....	5
COMPLETE ADMINISTRATIVE ASSISTANCE.....	5
THE TEAM	6
S. RENÉE NARLOCH, PRESIDENT.....	6
ELLIOTT S. PERVINICH, VICE PRESIDENT.....	6
LIANA VELEZ THOMPSON, SENIOR CONSULTANT.....	6
CLIENTS/REFERENCES	7
CLIENTS.....	7
REFERENCES	8
COST PROPOSAL	9
PROFESSIONAL FEE AND EXPENSES.....	9
CANDIDATE TRAVEL.....	9
PAYMENT	9
GUARANTEE	9
SCHEDULE.....	10

ABOUT US

OUR UNDERSTANDING OF THE REQUESTED SERVICES

S. Renée Narloch & Associates is highly qualified to assist the City of Lake City in the recruitment of the new City Manager. We have extensive experience providing recruitment services, ranging from the initial contact with candidates to the successful hiring and placement of candidates.

We are able to successfully manage all aspects of the recruitment process. We will work closely with the City to protect the integrity of the recruitment and to ensure a successful outcome. The City can be assured we will place a high priority on this recruitment, and our dedicated staff will provide their full attention throughout the entire recruitment process. Our recruiters have serviced hundreds of public sector clients, and we understand the importance of an objective and thorough process.

PRIMARY CONTACT

Ms. S. Renée Narloch, President, will conduct the City Manager recruitment for the City of Lake City. Her contact information is as follows:

S. Renée Narloch, President
2910 Kerry Forest Pkwy D4-242
Tallahassee, FL 32309
P: 850.391.0000
Email: renee@srnsearch.com
Website: www.srnsearch.com

OUR FIRM HISTORY AND EXPERIENCE

S. Renée Narloch & Associates' recruiters are known throughout the industry as leading public sector recruiters by both clients and candidates. We have a reputation for conducting quality searches that result in the placement of candidates ideally suited to meet our clients' needs. We pride ourselves on our responsiveness to clients and candidates, and we assure the City of Lake City that the highest caliber of service will be provided throughout the recruitment process.

S. Renée Narloch & Associates is incorporated in the State of Florida and is a small, woman-owned business. For many years, Ms. Narloch served as the Senior Vice President of Recruitment for a national public sector consulting firm. Her career in public sector recruitment spans over 25 years, during which time she has participated in hundreds of public sector searches nationwide. In addition, our firm is comprised of individuals who are highly trained and experienced in the recruitment of public sector executives. We have offices in Tallahassee, Florida, and Georgetown (Austin), Texas.

Ms. S. Renée Narloch, President, has extensive experience conducting public sector executive recruitments throughout the nation, including more than 400 searches for clients such as the [City of Live Oak, FL](#) (City Manager); [City of Coral Springs, FL](#) (City Manager; Deputy City Manager; Director of Economic Development; Finance Director; Police Chief); [City of Fort Lauderdale, FL](#) (City Manager; Assistant City Manager; Deputy Director of Human Resources; Building Official; City Attorney; Director of Sustainable Development); [City of Tallahassee, FL](#) (City Manager; Human Resources Director; Fire Chief; Director of Airport); [City of Dania Beach, FL](#) (City Manager); [City of](#)

Dunedin, FL (City Manager; Finance Director); City of Miami Beach, FL (City Manager); Palm Beach County, FL (County Administrator; Director of Capital Improvements); Alachua County, FL (County Manager); Lee County, FL (County Manager; County Attorney); Town of Palm Beach, FL (Town Manager); Town of Jupiter, FL (Town Manager); City of Thomasville, GA (City Manager); Town of Addison, TX (City Manager); City of Charlottesville, VA (City Manager); City of Virginia Beach, VA (Deputy City Manager; Deputy Director Human Services); Wake County, NC (County Manager); City of Dallas, TX (City Manager; Assistant Director of Water Utilities; Assistant Director of Transportation Operations); City of Topeka, KS (City Manager); City of Washington, IL (City Administrator); Broward County, FL (Assistant Director of Economic & Small Business Development; County Attorney; Port Everglades Chief Executive/Port Director; Port Everglades Director of Business Development); Franklin County (Columbus), OH (County Administrator; Animal Care and Control Services Director); and many others. Ms. Narloch will conduct the recruitment for the City Manager for the City of Lake City. She will be assisted by other senior staff members, as outlined in this proposal (The Team, Page 6). A sample of her past clients is included in our proposal (Clients, Page 7).

We maintain a database of potential candidates, and our vast network of contacts and resources will be invaluable in identifying outstanding candidates, including those who may not be currently looking for opportunities. Our experience, combined with our proven recruitment process, expansive network of contacts, and knowledge of outstanding candidates, will ensure the City of Lake City has a quality group of finalists from which to select the new City Manager.

SMALL BUSINESS/MINORITY BUSINESS

S. Renée Narloch & Associates is, by federal and state guidelines, considered a small, woman-owned business based on the size of our firm, our annual business earnings, and the percentage of ownership held (100%) by a woman/minority.

STATEMENT OF PROFESSIONAL STANDARDS

S. Renée Narloch & Associates believes in sound and ethical business practices. We understand that confidence and respect are imperative to our success. Our services to clients and candidates involve relationships that depend on good faith efforts. We conduct business forthrightly with no intentional misrepresentations, which could mislead clients or candidates. We refrain from using any sourcing techniques that involve deception or falsehood and do not engage in activities that violate antitrust laws.

Communication between us, our clients, and candidates is impartial and accurate. We make a concerted effort to see that the position, our clients, and candidates are represented honestly and factually. We honor the confidentiality of proprietary information received from clients and candidates and will disclose any knowledge of potential conflicts of interest to client agencies and candidates.

OUR RECRUITMENT PROCESS

S. Renée Narloch & Associates' unique, client-driven approach to executive search will ensure that the City of Lake City has a pool of high-quality candidates from which to select the new City Manager. Outlined below are the services we provide in our recruitment process.

DEVELOPING THE CANDIDATE PROFILE

Our understanding of the City's requirements will be the foundation of a successful search. We will work directly with City staff and others involved in the process in order to learn as much as possible about what the organization expects of a new City Manager. We can also meet with other key staff or community members to gather information. We want to learn about the values and culture of the organization, as well as understand the current issues, challenges, and opportunities that face the City of Lake City. We also want to be fully acquainted with the City's expectations regarding the knowledge, skills, and abilities sought in the ideal candidate, and we will work with your organization to identify expectations regarding education and experience. Additionally, we want to discuss expectations regarding compensation and other items necessary to complete the successful appointment of the ideal candidate. As part of this process, we will provide an evaluation of the compensation and benefits of the City Manager position. Based on these discussions, we will develop a profile that addresses the responsibilities, core competencies and professional characteristics and traits, education and training, operational and organizational issues, and other factors relevant to this position. The profile that we develop together at this stage will guide our recruitment efforts.

ADVERTISING CAMPAIGN AND RECRUITMENT BROCHURE

After gaining an understanding of the City's needs, we will design an effective advertising campaign that is appropriate for the recruitment. We will focus on professional journals that are specifically suited to the City Manager search, such as the ICMA Newsletter, utilizing venues that will ensure a diverse pool of applicants, including qualified minority and women candidates. We will also utilize social media and will develop a professional recruitment brochure on the City's behalf that will discuss the community, organization, position, and compensation. Once completed, we will mail the brochure to an extensive audience, making them aware of the exciting opportunity with the City of Lake City.

RECRUITING CANDIDATES

After cross-referencing the profile of the ideal candidate with our database of thousands of candidates and our contacts in the field, we will conduct an aggressive outreach effort that includes making personal calls to prospective applicants in order to identify and recruit outstanding candidates, including qualified minority and women candidates. We realize that the best candidate is often not looking for a new job, and this is the person that we actively pursue to become a candidate. Aggressively marketing the City Manager position to prospective candidates will be essential to the success of the search.

SCREENING CANDIDATES

Following the closing date for the recruitment, we will screen all resumes and cover letters using the criteria established in our initial meetings to narrow the field of candidates.

PRELIMINARY INTERVIEWS

We will conduct preliminary interviews with the top 10 to 12 candidates in order to determine which candidates have the greatest potential to succeed in your organization. During the interviews, we will explore each candidate's background and experience as it pertains to the City Manager position. In addition, we will discuss the candidate's motivation for applying for the position and make an assessment of his/her knowledge, skills, and abilities. We will devote specific attention to determining the likelihood of the candidate's acceptance of the position if an offer of employment is made.

PUBLIC RECORDS SEARCH

Following the interviews, we will conduct a review of published articles that reference each candidate. Various sources will be consulted, including Lexis-Nexis™, a newspaper/magazine search engine, Google, and local papers from the communities in which the candidates have worked. This brings to our attention any further detailed inquiries that we may need to make at this time.

RECOMMENDATIONS

Based on the information gathered through meetings with your organization and preliminary interviews with candidates, we will typically recommend three to five candidates for your consideration. We will prepare a report on each candidate that focuses on the results of our interviews and public record searches, to include detailed information pertaining to the candidates' professional experiences and accomplishments, strengths and potential gaps, and background information. We will make specific recommendations, but the final selection of those to be considered will be up to you.

FINAL INTERVIEWS

Our years of experience will be invaluable as we help you to develop an interview process that objectively assesses the qualifications of each candidate. We will adopt an approach that fits your needs, whether it is a traditional interview, multiple interview panel, or assessment center process. We will provide you with suggested interview questions and rating forms, and we will be present at the interviews to facilitate the process. Our expertise lies in facilitating the discussion that can bring about a consensus regarding the final candidates.

We will work closely with your staff to coordinate and schedule interviews and candidate travel. Our goal is to ensure that each candidate has a very positive experience since the manner in which the entire process is conducted will have an effect on the candidates' perception of your organization.

BACKGROUND CHECKS/DETAILED REFERENCE CHECKS

Based on final interviews, we will conduct a credit, criminal, civil litigation, and motor vehicle record checks for the top one to three candidates. In addition, those candidates will be the subjects of detailed, confidential reference checks. In order to gain an accurate and honest appraisal of the candidates' strengths and weaknesses, we will talk candidly with people who have direct knowledge of their work and management style. We will ask candidates to provide the names of their supervisors, subordinates, and peers for the past several years. Additionally, we will make a point of speaking confidentially to individuals known to have insight into a candidate's abilities, but who may not be on his/her preferred list of contacts. At this stage in the recruitment, we will also verify candidates' educational backgrounds and any required certifications.

NEGOTIATIONS

We recognize the critical importance of successful negotiations and can serve as your representative during this process. Our experience provides us with insight into current industry standards and expectations in negotiating contracts, and we will be available to advise you regarding current approaches to difficult issues such as housing and relocation. Working to secure the appointment of your chosen candidate, we will represent your interests and advise you regarding salary, benefits, and employment agreements. We have the expertise to turn a very sensitive aspect of the recruitment into one that is viewed positively by both you and the candidate.

COMPLETE ADMINISTRATIVE ASSISTANCE

Throughout the recruitment, we will provide the City with updates on the status of the search, and we will provide a schedule for actions and deliverables at the beginning of the process. We will also take care of all administrative details on your behalf. Candidates will receive personal correspondence advising them of their status at each critical point during the recruitment. In addition, we will respond to inquiries about the status of their candidacy within 24 hours. Every administrative detail will receive our attention.

THE TEAM

Our staff at S. Renée Narloch & Associates is comprised of a diverse group of individuals who have extensive experience in the recruitment of public sector executives. The team assigned to the City Manager search will include Ms. Narloch, who will be the lead consultant, with assistance from Mr. Elliott Pervinich and Ms. Liana Velez Thompson.

S. RENÉE NARLOCH, PRESIDENT

Ms. Narloch is the President of S. Renée Narloch & Associates and the Director of our offices located in Tallahassee, Florida, and Georgetown (Austin), Texas. She is recognized as one of the nation's leading public sector recruiters. She has more than 25 years of experience conducting public sector recruitments and has participated in more than 400 searches nationwide. Prior to forming S. Renée Narloch & Associates, Ms. Narloch spent ten years as the Senior Vice President of a public sector executive search firm with responsibilities for clients in 40 states from Texas northward to the East Coast. She also previously served as a Senior Recruiter with DMG and MAXIMUS with sole responsibility for the firm's executive search practice in the Southeastern, Mid-Atlantic, and Mid-Western states. Ms. Narloch is considered an expert in public sector recruitment and is often a guest speaker at the International City/County Management Association (ICMA) Annual Conference. Ms. Narloch received her Bachelor of Science degree in Information Studies, summa cum laude, from Florida State University, Tallahassee, Florida.

ELLIOTT S. PERVINICH, VICE PRESIDENT

Mr. Pervinich is the Vice President of S. Renée Narloch & Associates offices located in Tallahassee, Florida, and Georgetown (Austin), Texas. He concentrates on client outreach and business operations. Mr. Pervinich previously worked for a local city government in central Texas as a team-building trainer and facilitator in corporate development, which has given him great insight into the needs of our clients. He has twelve years of experience working in executive administration in both the local government and the for-profit sectors. Mr. Pervinich received his Bachelor of Science degree in Recreation and Leisure Services Administration from Florida State University, Tallahassee, Florida.

LIANA VELEZ THOMPSON, SENIOR CONSULTANT

As a Senior Consultant with S. Renée Narloch & Associates, Ms. Thompson is responsible for research, candidate recruitment, screening, reference checks, and background verifications. She focuses on client communication and works closely with clients to coordinate candidate outreach and ensure a successful search. Prior to joining S. Renée Narloch & Associates, Ms. Thompson spent several years in the field of special education. Ms. Thompson received her Bachelor of Arts degree, magna cum laude, and a Master of Special Education from Florida State University, Tallahassee, Florida.

CLIENTS/REFERENCES

CLIENTS

S. Renée Narloch & Associates' recruiters have extensive experience, placing more than 400 public sector professionals. Below is a list of some of the clients for which Ms. Narloch has recruited in the last few years. For a complete client list, please contact us.

City of Coral Springs, FL
City Manager; Deputy City Manager;
Director of Economic Development Director of
Finance; Police Chief
City of Tallahassee, FL
City Manager; Human Resource Director; Fire
Chief; Director of Airport
City of Fort Lauderdale, FL
City Manager; Assistant City Manager;
Building Official; City Attorney; Director of
Sustainable Development; Deputy Director of
Human Resources
City of Dania Beach, FL
City Manager
City of Dunedin, FL
City Manager; City Clerk
City of Miami Beach, FL
City Manager
Alachua County, FL
County Manager
Pasco County, FL
County Manager
Lee County, FL
County Manager; County Attorney
City of Delray, FL
City Attorney
Broward County, FL
Assistant Director of Economic & Small
Business Development; County Attorney; Port
Everglades Chief Executive/Port Director; Port
Everglades Director of Business Development
Sumter County, FL
Public Works Director; Fire Chief;
Development Services Director; Assistant
Public Works Director Engineer; Staff Engineer
City of Thomasville, GA
City Manager
San Antonio Housing Authority (SAHA), TX
Director of Community Development
Initiatives; Development Services &
Neighborhood Revitalization Officer; Director
of Human Resources & Employee
Development; Director of Information
Technology; Chief Operations Officer
City of Boca Raton, FL
Building Official; Risk Manager
SOS Children's Villages - Florida
Chief Executive Officer
Virginia Commonwealth University (VCU),
Richmond, VA
Police Chief
Alexandria Redevelopment and Housing
Authority (ARHA), VA
Chief Executive Officer
Housing Authority of the City of Tulsa, OK
President/CEO
New Orleans Redevelopment Authority, LA
Executive Director
City of Oak Creek, WI
City Administrator
Houston Housing Authority, TX
President/CEO
City of Topeka, KS
City Manager
City of Arlington, TX
Deputy City Manager; Parks & Recreation
Director
Florida Public Transportation Association
(FPTA)
Executive Director
Early Learning Coalition of Broward County,
FL
Chief Executive Officer
City of Gainesville, FL
City Attorney; City Auditor
City of Dallas, TX
City Manager; Assistant Director of
Transportation Operations; Assistant Director
of Water Utilities; Managing Director of
Environmental Quality; Assistant Director of
Street Services (Maintenance)
El Paso Water Utilities-Public Service Board,
TX
President/CEO
Louisiana Housing Corporation, LA
Executive Director
Children's Board of Hillsborough County, FL
Executive Director
Pinellas Suncoast Transit Authority (PSTA), FL
Chief Financial Officer
Orange County, FL
Chief of Corrections
Hillsborough County, FL
Director of Head Start; Affordable Housing
Services Director
Fort Worth Housing Authority, TX
President/CEO
Wake County, NC
County Manager
City of Virginia Beach, VA
Deputy City Manager; Assistant Human
Services Director
City of Charlottesville, VA
City Manager

REFERENCES

Clients and candidates provide the best testament to our ability to conduct quality searches. Listed below are a few clients for whom Ms. Narloch has conducted searches. The average tenure of placements is approximately five years.

CLIENT: City of Coral Springs, FL
REFERENCE: Mr. Dale Pazdra, Human Resources Director
9551 W. Sample Road, Coral Springs, FL 33065
(954) 344-1152; dpazdra@coralsprings.org
POSITIONS: City Manager; Deputy City Manager; Director of Economic Development;
Police Chief; Director of Finance

CLIENT: City of Dunedin, FL
REFERENCE: Ms. Theresa Smalling, Director of Human Resources & Risk Management
750 Milwaukee Avenue, Dunedin, FL 34698
(727) 298-3042; TSmalling@DunedinFL.Net
POSITIONS: City Manager; Finance Director; City Clerk

CLIENT: City of Thomasville, GA
REFERENCE: Mr. Dominic Ford, Human Resources Director
111 Victoria Place, Thomasville, GA 31799
(229) 277-7043; dford@thomasville.org
POSITION: City Manager; Assistant City Manager; City Engineer

CLIENT: City of Tallahassee, FL
REFERENCE: Ms. Ellen Blair, Director, Human Resources & Workforce Development
300 South Adams Street, Box A-1, Tallahassee, FL 32301
(850) 891-8321; ellen.blair@talgov.com
POSITIONS: City Manager; Human Resources Director, Fire Chief, Director of Airport,
Consolidated Dispatch Agency Director

COST PROPOSAL

PROFESSIONAL FEE AND EXPENSES

The professional fee for conducting this recruitment on behalf of the City of Lake City is \$15,450, plus actual expenses. Services covered by the fee consist of all steps outlined in this proposal, including up to two (2) video meetings and one (1) onsite meeting. Expenses are estimated not to exceed \$4,500 and include items such as the cost of consultant travel, clerical support, placement of ads, newspaper searches, education verification, as well as credit, criminal, and civil checks. In addition, postage, photocopying, and telephone charges are included and will be allocated. Expenses related to the use of audio/video conferencing equipment by the City for interviews and candidates' travel for interviews are the responsibility of the City of Lake City.

CANDIDATE TRAVEL

With respect to candidate travel for interviews, we typically ask candidates to make their travel arrangements and advise them the City will reimburse them directly for reasonable airfare, hotel, and auto expenses if allowed. We advise candidates on what is standard and customary in the industry, as well as the City's expectations and parameters regarding travel. Our experience has been that candidates use discretion and stay within reasonable limits both in pricing and scheduling.

PAYMENT

We will invoice the City of Lake City monthly for professional fees and expenses for services incurred as of the date of the invoice. We expect payment of the invoice within 30 days of receipt by the City. Typically, this results in three monthly invoices of 30% of professional fees and expenses, with a final invoice for the remaining ten percent of professional fees due upon the selection of the finalist.

GUARANTEE

We guarantee that, should the selected candidate be terminated for cause within the first year of employment, we will conduct the search again at no cost (with the exception of expenses) to the City. We are confident in our ability to recruit outstanding candidates and do not expect the City to find it necessary to exercise this provision.

SCHEDULE

We are available to begin the search for the City Manager immediately, and our current workload is such that we can ensure the City will receive our full attention throughout the entire recruitment process. We will be prepared to make our recommendation regarding finalists within 75 to 90 days from the start of the search. A standard recruitment can typically be completed in less than 16 weeks and follows an approach and schedule similar to the one below:

WEEK	TASK:
1	Conduct meeting with the City staff and others involved in the process
2	Develop recruitment brochure and advertisements
3	City reviews recruitment brochure and advertisements
4	Recruitment brochure printed and advertisements placed
5	Active recruitment of candidates begins
9	Closing date
10	Screen resumes
11-12	Recruiter interviews top candidates
12-13	Public records search
14	Review recommendations with the City staff and others involved in the process
15	Candidates interview with the City, follow-up interviews, and consultant reference/background checks
16	Candidate selected