

## **PROPOSAL**

### **Executive Search Services**

#### **Town of Minturn, CO – Town Manager**

##### **Introduction**

KRW Associates, LLC (KRW) is a Limited Liability Corporation with a national clientele and is headquartered in Arvada, Colorado, with offices in Denver, and Goodyear, Arizona. (Mailing address: PO Box 2263, Littleton, CO 80161).

We are specialists in all aspects of Public Sector executive recruitment. KRW's Managing Partners are the principals of the firm with a long record of success working with government leaders in identifying, recruiting, and placing executives who possess outstanding credentials, proven histories of success, and the highest degree of professionalism and personal character.

##### **Experience and Qualifications**

KRW Associates has decades of public sector executive experience as practitioners and a background of successful executive placements around the country. This experience, combined with the highest level of graduate public administration education of any search firm in the country, makes for energetic, enlightened, and reliable expertise that extends throughout the United States. We know how and who to recruit for an open position based upon the needs and desires of the hiring authority.

KRW uses a tiered ranking process to present all candidates to the appointing authority. Unlike many firms who merely arrive with eight to ten names, we use a proven methodology that simplifies the task for government leadership while retaining quality and credibility. We understand the job and the needs of the hiring authority. We provide advice and support regarding important candidate information and the final negotiation process. Because of our extensive relationships and contacts, we are confident we will identify and bring only quality candidates worthy of consideration by the Town.

KRW's philosophy of customer service is founded on directly meeting the needs and desires of the client with a customized service package designed for the unique needs of each client. The candidate selection is made by Town leadership with information and guidance about all applicants provided by KRW. This provides the Town with the ability to select the candidate that is the best fit for your community.

The KRW team, comprised of the three managing partners and ten associates, has been operating since the LLC's establishment in 2007, with years of additional consulting experience. The principles of KRW Associates LLC have served a variety of cities, towns, and other entities with successful executive searches, including City/Town/County Managers, Police Chiefs, Public Works Directors, Park and Recreation Directors, Community Development Directors, and Fire Chiefs.

Successful placements by KRW in the past few years that are similar to the Minturn project are:

### **City/County/Town Managers**

Eagle, CO; Glenwood Springs, CO; Ogallala, NE; Trinidad, CO; Sterling, CO; Akron, CO; Hugo, CO; Ouray, CO; Routt County, CO; Hudson, CO; and Fort Morgan, CO.

### **Current Active Projects**

Bayfield, CO Town Manager; Cody, WY City Administrator; Oak Creek, CO Town Administrator and Chief of Police; Ouray, CO Chief of Police.

In addition to the above, KRW has successfully recruited and placed a variety of other government executives such as Public Works Directors, Planning Directors, Community Development Directors, Police Chiefs and Parks and Recreation Directors.

Besides executive recruitment, KRW Associates LLC provides a variety of services including organizational audits, training solutions, strategic planning, and assessment centers. KRW brings the expertise of our partners to every project as well as the experience of other qualified subject matter experts, as necessary.

Lorne Kramer is a Managing Partner and will be directing the Minturn project. Mr. Kramer is the former City Manager, Deputy City Manager and Police Chief for the City of Colorado Springs, Colorado and has been involved in executive search for over 17 years. KRW Senior Associate Mark Collins, a former City Manager in both Colorado and Wyoming will be a co-director on the project. Mark also served as a University Vice President and currently teaches graduate classes in Public Administration. He is based on the west slope in Steamboat Springs, CO.

Detailed biographies of the project consultants and associates are attached. In addition, a list of KRW's references for similar projects and a sample list of our clients is listed below.

The cost of the **Town Manager** project is **\$19,500** which covers consultant fees and most direct consultant expenses. Our fee includes all phases of the project: consultation and preparation of the advertisement, the recruitment and selection process, the assessment and background checks of candidates, and the final recommendations and notifications. See breakdown on Project Cost Sheet below.

### **Scope of Work and Schedule**

#### **1. Mission Statement:**

KRW relies heavily on establishing the most productive, trusting, and cooperative relationship with our clients as possible. Relationships are an important value for the firm. We do not believe in long, drawn out processes and work diligently to ensure the timeline and established process protocols are met. We have a reputation as knowledgeable professionals, delivering quality, reliable service and cost our proposals with the appreciation for budget challenges and affordability.

#### **2. Recruitment Philosophy:**

As outlined below, it is the recruitment protocol and professional philosophy of KRW to collaborate with elected officials and Town staff to obtain input as to the qualities, abilities, education, and experience desired of an ideal candidate. Other stakeholders identified by the Town may also be interviewed.

#### **3. Recruitment Process**

KRW is familiar with conducting simultaneous recruitment efforts and has an established recruitment protocol which has been very successful for many years. Working with the Town Council, and staff, KRW would follow this process:

- a. Conduct meetings with the Mayor/Town Council to compile input/information relative to the skills, abilities, attributes desired in the Town Manager and develop a profile for the position announcement and discussion with potential candidates.
- b. KRW also recommends interviews with department heads to obtain their insight into the ideal qualities of the new Town Manager.
- c. Based on this information, KRW will draft the Town Manager position announcement, submit it to the Town for approval, and post the announcement (with emphasis in the Rocky Mountain Region) for a minimum of 30 days.

**Note:** KRW acknowledges that the search be focused “regionally”, however, it would be our professional recommendation to expand the searches nationally to ensure a diverse and qualified candidate pool.

- d. Candidates will be directed to submit application materials to KRW Associates electronically. KRW will conduct an initial screening of applicants to ensure minimum qualifications are satisfied.
- e. During the open period KRW will evaluate applicant resumes as well as perform outreach to contacts and solicit potential suitable candidates.
- f. KRW will rank the resumes in three “tiers” (Tier A, Tier B., etc.), based on credentials and qualifications, in descending order for the Mayor/Council review. KRW will confer with the Mayor/Council to select the top candidates as semi-finalists to move to the next phase of the process.
- g. KRW will conduct a due diligence process, including telephonic interviews and national media check on the top candidates and provide a written report to the Mayor/Council to review and consider before selecting the finalists.
- h. KRW will meet with the Mayor/Council to discuss candidates and offer input as they select finalists.
- i. KRW will perform reference checks, criminal background and social media checks on the final candidates and prepare a written report for Council review.
- j. KRW will work with the Town in designing the assessment/interview process and assisting the Town in organizing candidate visits. The specific process will be discussed with the Mayor/Council but may include a community reception and panel interviews.
- k. KRW will administer the assessment/interview process in Minturn and assist with final candidate deliberations.

**Potential candidates:** Our firm has a database of both assistant and town and city managers/administrators who have previously applied for open positions. In addition, we have contact with a vast network of municipal executives. They call our firm regularly, updating us on potential candidates, and checking for opportunities for themselves. Also, we are in constant contact with “sitting” managers/administrators, seeking their knowledge of the best professional candidates. The database is also used for targeted mailing. KRW uses a tiered ranking process to present all candidates to the appointing authority. Unlike many firms who merely arrive with eight to ten names, we use a proven methodology that simplifies the task for the appointing authority while retaining quality

and creditability. We understand the job, the public sector, and the needs of the hiring authority and the community.

## **Schedule / Timeline**

1. **Late December 2024/Early January 2025** – Finalize Service Agreement
2. **January 2025** – Meet with the Mayor and Town Council to develop a clear, detailed set of preferred qualifications which will include the special consideration given to experience and knowledge.

Design an advertising/communication/marketing campaign for the position to include:

- a. Developing a profile of the Town, highlighting Minturn’s history and character, and outlining the job description, qualifications, and preferred experience and education of the ideal candidates.
  - b. Contacting professional associations.
  - c. Advertising in professional and industry journals, job boards and publications with a focus on the Rocky Mountain region. If agreed upon by the Town Council, the opportunity will also be posted in high visibility national sites (e.g., ICMA, CML, CCCMA and other specific sites designed to attract a diverse candidate pool).
  - d. Posting on the KRW Associates website
  - e. Providing to the Town for posting on the Town of Minturn’s website and social media platforms.
  - f. Identifying and aggressively marketing the position to potential candidates in the field, using KRW’s established database and professional contacts.
  - g. Additional methodologies may be included after the needs and desires of the Mayor/Council are more fully identified.
3. **January 2025** – Upon Council approval, KRW will initially post the Town Manager advertisement for a minimum of 30 days. All applications will be submitted to KRW electronically. Applications will consist of 1) a cover letter, 2) a current resume, and 3) six professional references. KRW will receive and initially screen applications and resumes for minimum requirements, using the Town approved criteria. A periodic status of the search progress will be provided to the Town. KRW will manage administrative details such as correspondence with candidates and inquiries about their candidacy.
  4. **Late February 2025** – Review and rank resumes and facilitate a process whereby the Council can develop a group of semi-finalists. This will essentially be a review of the KRW tiering of qualified applicants and narrowing the group down to a number manageable for the next step. KRW will conduct recorded virtual interviews of the semi-finalists. Those interviews will be provided to the Town Council for their review and consideration in selecting finalists. KRW will meet with the Town Council during this phase and provide input on the candidates.
- Note:** To expedite the process, it is recommended that this conference with the Council be either a conference call or a Zoom session.
5. **March 2025** – KRW will conduct further due diligence on finalists including reference checks, social media and national criminal background inquiries. A detailed report will be prepared for the Mayor/Council review on findings.
  6. **Early April 2025**– Design interview and assessment materials including sample interview questions and/or assessment exercises, a “suitability” rating template, as well as note-taking sheets. Administer the interview process on-site in Minturn for final candidates.

The specific process will be discussed with the Town Council. Suggested formats may include a community reception (Meet & Greet), two separate interview panels—Town Council and a Professional/Staff panel. KRW will prepare materials, including appropriate questions for the panels and facilitate the interviews.

7. **April 2025** – Assist the Town with a job offer to the selected candidate.

#### **Methods used to communicate and to work with the Town:**

As stated in this Proposal the KRW team will communicate frequently by email, phone calls and conference calls throughout the project. If the need arises for us to meet in person, we will do so. KRW will make the project a priority and will be available to all contacts/liaisons of the Town whenever the need arises to answer questions or concerns or to provide clarification. We provide excellence in customer service and put our clients first and that is evident in all our dealings with our clients.

#### **Major challenges to the search—anticipated potential recruitment issues**

1. Attracting qualified candidates - KRW strives to be good stewards of a client's requirements and instructions. However, as stated previously in this proposal, KRW urges as broad a recruitment strategy as possible. Restricting the search without national exposure may inhibit the attraction of a diverse, experienced candidate pool.
2. Ensuring continual, responsive communication between KRW and the Town - Certain "decision points" are critical to the process of maintaining the proposed schedule. To ensure critical information is communicated in a timely, effective manner, the Council will appoint a "primary contact" and KRW will ensure that we have established excellent relationships with our contacts from the Town so that the recruitment process is efficient and smooth. We are dedicated to delivering the highest levels of customer service and will be available to respond to the needs of the Town throughout the entire selection process.
3. Ensuring an excellent candidate experience - KRW will ensure that all interactions involving direct contact with the candidates are confidential, objective, and timely. All contacts will be conducted with the utmost professionalism, ensuring a positive experience with both KRW and the Town.
4. Note Regarding Diversity Recruiting - KRW is committed to diversity in the recruiting strategy. For KRW, diversity recruiting is the practice that is free from biases of any kind. It is merit-based recruitment and although an aggressive outreach is conducted to attract a diverse pool of candidates it is structured to give all applicants, regardless of background, an equal opportunity.

## Project Cost Sheet- Town Manager

### Recruitment & Selection Process for the Town of Minturn, CO – 2025

1. **Oversight and administration of executive search process..... \$15,500.00.**  
Includes overall project administration; preparation of the ideal candidate profile for advertising; potential candidate outreach; reviewing and screening resumes; telephone and e-mail follow up; due diligence on semifinalists; development of candidate finalist lists; and criminal background and reference checks and recommendations to the Mayor/Council regarding both semi-finalists and finalist candidates.
2. **Assessment System.....\$2,000.00**  
Includes use of all custom written materials, research support materials, training, and process administration of exercises to Town Manager candidates/finalists. Exercises may include structured interviews with the Town Council, professional staff, and community members as well as presentation exercises.
3. **Assessor training, included in set fee. .... No charge**
4. **Final Candidate orientation, included in set fee..... No charge**
5. **Travel.....\$1,500.00**
6. **National Criminal Background/Social Media Investigation\* .....\$500.00**
7. **Meals ..... No charge**
8. **Development, copying and printing of Assessment Materials..... No charge**

**\* ESTIMATED CONSULTANT COSTS FOR PROJECT..... \$19,500.00**

***There are no consultant per-diem costs.*** Initial costs of advertisements in professional publications or websites and a National Background/Social Media investigation will be paid by KRW Associates and invoiced for reimbursement to the Town of Minturn.

***\*National Criminal Background/Social Media Investigation*** cost shown is based on five finalists, this may be adjusted with the final project invoice. Other expenses related to candidates will be the responsibility of the Town of Minturn. In addition, the Town of Minturn would bear the cost of candidate travel, lodging and associated expenses.

#### **Process of Payment:**

1. Upon execution of the service agreement, KRW will invoice the Town for 30% (\$5,850.00) of the all-inclusive project cost. This initial payment will cover certain costs incurred on behalf of the Town such administration and advertising.
2. A second payment on of 30% (\$5,850.00) will be invoiced following the due-diligence process on semi-finalist.
3. Final payment of 40% (\$7,800.00) will be invoiced upon successful completion of the project.

**WARRANTY:** KRW Associates is confident of their capacity to produce a quality group of candidates and ultimately the selection of the right person for the position. In the event the person selected by the Town does not complete a full year in the position due to performance related issues KRW Associates will complete a follow-up process charging only for travel and related expenses.

### Summary

In summary, the scope of work for *KRW Associates LLC* includes conferring with the Mayor/Council to develop a candidate profile, completing the advertisement, receiving, and reviewing candidate application materials, resume evaluation, screening, and ranking, due diligence as outlined above, and the on-site administration of an assessment (interview) process.

Thank you for your consideration of our proposal and potential working agreement by use of this Letter of Agreement.

Sincerely,

*Lorne Kramer*

Lorne Kramer, Managing Partner  
KRW Associates, LLC

### Agreement

**Town Manager - Recruitment & Selection Process for the Town of Minturn, CO – 2025**

**Signed:**

OLL      1/6/25  
Authorized Signature      Date

Name & Title: MICHELLE METTEER,  
Town of Minturn, CO      MANAGER

Lorne C. Kramer      1/7/25  
Lorne C. Kramer      Date  
Managing Partner  
KRW Associates, LLC