



Village Administrator

PREPARED FOR: Village of Roscoe
DATE: 3.30.2026
PREPARED BY: Cheryl Church, SHRM-SCP
📄 4701 East State Street
Rockford, IL 61108
☎ 815-961-0400
☎ 815-243-4004 (direct line)
📄 815-961-9539
✉ cheryl@workplacesearch.com



March 30, 2026

Village of Roscoe

Board of Trustees/Selection Committee

We would be pleased to be considered as the agency to lead the search for your next Village Administrator. As committed believers in our region, we are eager to partner with you in this critical endeavor and to offer an overview of our capabilities for such a project.

We are devoted to playing a role in our area's growth. The primary way in which we contribute is through connecting top talent with regional opportunities. We have a notable track record of leading searches which were crucial to our overall vitality and strength of our region. We bring energy, insight and dedication to a refined search process which results in the outcomes that uphold our commitment to our client and the communities in which we live, work and play.

With each high-profile search, we put our credibility and reputation on the line. Throughout the search process we join you in aspiring to an excellent outcome, and we are relentless in our efforts to deliver it. We're no stranger to this scope of search; we successfully have led searches for key organizational leaders for Illinois Municipal League, Region 1 Planning Council (formerly RMAP), Workforce Investment Board (Executive Director), Rockford Public Library, Winnebago County (County Administrator), Rockford Public Schools, Rock Valley College, Greater Rockford Growth Partnership (ED of Economic Development), and most recently, Four Rivers Sanitation Authority (Executive Director), as well as other municipal/ government/quasi-government entities.

Executive search has been a foundational part of our business for nearly 40 years and this is what we do best! We do it through our unique blend of recruitment experience coupled with the science and technology behind our teaming assessment – providing you with the most predictive indicators of performance and how they work in a team environment...critical when bringing in a new leader.

Our first step in the process would be meeting with the council and other stakeholders to truly understand the key indicators of success for this role. We work together to build out a full position profile that identifies the knowledge, skills, and abilities required for success, as well as the soft skills that are complimentary to your culture. We are confident in our ability to attract and identify leaders with backgrounds and capabilities that are right for the organization today and equipped for future success.

Further, we are confident that our ability to speak to the value proposition of our region is unparalleled, and our commitment to your success is without question. We welcome any questions and look forward to demonstrating our proven ability to provide successful leadership of this important search.

Sincerely,

Cheryl Church Director – Executive Search 815 243-4004



Village of Roscoe

Proposal to Provide Recruitment Services for the position of Village Administrator

I hereby certify that I am authorized to make this offer on behalf of the named company and to bind said company to this proposal. By submitting this proposal, I hereby represent that the firm identified below is fully qualified to perform the services described to achieve the organization's objectives in a professional manner.

Name of Firm: Workplace

Address: 4701 E. State Street

City/State/Zip: Rockford, IL 61107

Signature: *Lesly Couper*

Name (Print): Lesly Couper

Title: Owner/President

Telephone Number: 815.961.0600

Fax Number: 815.961.9539

E-Mail Address: Lesly@workplacestaffing.com

Date Submitted: 3.30.2026

PRICE PROPOSAL

Our professional search fee is calculated as a percentage (20%) of the **final agreed-upon base salary** for the position.

For planning purposes, if we assume an anticipated base salary of **\$140,000**, the professional fee would be calculated accordingly and represents a **total professional fee of \$28000.00**

Our fee is billed in 3 increments:

- 1/3 at the start of the search
- 1/3 upon presentation of candidates
- Remaining fee is billed on the candidate's start date.

Our placement is guaranteed for a period of 6 months. If the candidate leaves for any reason prior, we will conduct the search for a replacement at no cost. Should the candidate leave after 6 months but before their 1 year anniversary, we will conduct the search for a suitable replacement at 50% of the original fee.

Additional, Pass-Through Expenses

In addition to the professional fee, certain **out-of-pocket expenses** may be incurred during the search process. These expenses are **not marked up** and are billed at cost. They may include:

- Candidate travel (airfare, lodging, meals)
- Interview-related expenses
- Background checks or assessments (if requested)

Because these costs depend on the **number of out-of-area finalists and the interview process selected by the Village**, they cannot be precisely estimated in advance.

Typical searches incur minimal reimbursable expenses, particularly when initial interviews are conducted virtually. Any anticipated expenses will be **discussed and approved in advance** of being incurred.





our history

With over 35 years of experience connecting people and opportunities in the Rockford area, the **workplace** team are experts in our region's values, worth, and challenges. This expertise enables us to understand how to attract top talent to the Rockford area. With this thorough approach to the recruitment, assessing, and interviewing processes, we aim to place people with the passion and the experience needed to contribute to the growth and success of each client.

Founded in 1988, we are wholly woman-owned and operated. We are certified as a Women's Business Enterprise through the Women's Business Enterprise National Council and as a Women Business Enterprise with the City of Rockford (IL).

The fundamental corporate purpose of **workplace** has not changed in our over thirty-five-year history:

To connect **employees** and **employers** to
enhance lives, improve organizational outcomes
and *strengthen our communities.*

our core values

trust | We aspire to build trust through credibility, reliability and fairness.

respect | We treat everyone with the honesty and respect they deserve.

integrity | We hold ourselves to the highest ethical standards and follow through on our commitments.

collaboration | We build relationships, nurture connections and work together to deliver exceptional results because we know that together we are stronger.

innovation | We relentlessly search for new ways to solve problems and find solutions, both internally and for our clients.



our foundation

We have honed our skills as a multi-industry retained search firm that seeks and attracts talent to challenging opportunities. We excel at **finding, assessing** and **selecting high-performing leaders** in government, quasi-government, non-profits, and other industries central to our area. We have methods for identifying peak performers and a track record of excellent employee retention.

our experience

We have extensive experience recruiting for similar positions and employers. However, we are **not** a “niche search firm.” The failure of most niche search firms is that they are singular in focus and recycle candidates for multiple job openings. We rarely accept multiple concurrent searches with a similar candidate pool, in order to avoid bias and candidate recycling.

Most recruiters present candidates *on the job market*. We seek out and present the best available talent *in the market*. Because of our reputation for upholding candidate confidentiality, we frequently present highly desirable candidates who would not have surfaced through other means.

We carefully adhere to the highest ethical and professional standards in our recruiting process. We never recruit from an active client’s talent pool, and we refrain from pursuing candidates we have placed. In addition, we maintain strict confidentiality of clients and candidates alike. Because most top talent is often meaningfully engaged, we will take measures to protect the identity of a candidate through the early and mid-portions of the search.

local roots, regional focus, national reach

We are a regional firm rooted in Northern Illinois and Southern Wisconsin, fully invested in the long-term success of the leaders who shape our cities, organizations, and communities. We don’t operate from the sidelines; we live here, work here, and rely on the same economic and civic strength our clients help build. When our region thrives, everyone rises with it. That’s why we partner with purpose, elevate talent with intention, and commit ourselves to leadership that moves our communities forward.

In the global marketplace, **workplace** understands that an organization may need to search outside of the regional community for its talent needs. We have undertaken many successful national searches. We know what it takes to identify top talent in other communities and attract them to our region through a deep understanding of our region’s values, worth, and challenges. We are also committed to the talent in our own backyard and the great value in leaders who understand the communities that we serve.



the path to your next village administrator

Through years of experience, **workplace** has refined a four-phase process that not only produces results but also promotes confidence for the new hire and organization.



phase 1

Position Profile

Brainstorm Facilitation: We will facilitate an opportunity analysis session with the Board Chair and other key stakeholders. Our session will include facilitated discussion of the current reality/situational analysis, new hire success factors, key challenges, candidate “must haves,” the value proposition, sourcing strategies, and establishing a search timeline and protocols.

Solidify the Vision: We will draft a Position Profile. This is a unique document, which ties an individual’s performance to the organization’s operating plan and clearly defines what the new hire must achieve during the first twelve to eighteen months.



phase 2

Proactive Candidate Sourcing and Assessment

Develop Acquisition Strategy: Based on the Position Profile and an understanding of the organization, we tailor a plan of action to source candidates. We prepare a marketing statement, checklist of targeted recruitment venues, and partners.

Announcement of the Opportunity (posted confidentially, when required): We post the position with various job boards, social media and publications.

Identifying Talent: Our team of researchers and recruiters will use a wide variety of technology resources and proactive personal networking to locate and attract top talent who have a *track record of success* and cultivate those candidates – not just presenting active candidates in the marketplace.

Candidate Evaluation: We will review all submissions and conduct an initial interview with appropriate candidates to determine their fit with the expectations outlined in the Position Profile. The top candidates will complete an online assessment that uncovers a candidate’s fit with the role, fit with the organization, ability to handle stress, and teaming characteristics. We also conduct a preliminary investigation of the candidates’ digital footprint, as state and federal laws allow.



the path to your next village administrator, cont.



phase 3

Candidate Selection

Profiling Candidates: The candidates' qualifications, resume, assessments and supporting documentation are summarized and presented to the Chair/selection committee.

Client Interviews: We assist in drafting questions and will be available to facilitate interviews with candidates and facilitate a selection conversation with your team.



phase 4

Onboarding

Negotiation: We assist with compensation negotiation, the creation of a formal offer letter, and we act as an intermediary, diplomatically ensuring that the search is completed to everyone's satisfaction.

Verification: We conduct effective reference and background checks for the selected candidate, as state and federal laws allow.

Organization and Community Integration: Our process ensures that your branding is attractive, and that candidates become immersed in organizational culture from the earliest stage. We connect out-of-town candidates with resources necessary to relocate and assist with the integration of the selected candidate into strategic community networks.

collabGenius – the science behind our art

CollabGenius

We believe that we, as humans, affect each other profoundly, and it is the way we affect each other that determines our value to our organizations. We combine our 35 years of success in recruitment, coaching, and consulting with a science and technology that predicts how a person will perform when collaborating to solve problems, overcome obstacles, and achieve common goals.

All executive searches include a CollabGenius report for finalist candidates. Unlike all other psycho-metric tests that assess personal attributes (strengths, intelligence, personality traits, competencies, etc.) and then infer how people will behave, CollabGenius elicits teaming responses and accurately predicts an individual's Role-fit, Team-fit, Coherence and Teaming Characteristics. These reports are tailored to your organization and are able to predict new hire success.

CollabGenius™ is our proprietary team-dynamics intelligence tool that predicts how a leader will *actually* perform inside your organization — not just on paper.

We analyze the deeper drivers that determine long-term success:

Leadership style & influence patterns

- **Decision-making tendencies**
- **Communication preferences**
- **Cultural alignment & stress behaviors**
- **How they complement your current team dynamics**

Where CollabGenius™ Sets Us Apart

Most firms stop at “here’s your finalist.”

We go further, using CollabGenius insights to build a *precision-fit* talent strategy that sticks.

With CollabGenius™, we tailor:

✓ **Offer-Letter Strategy:** What motivates the candidate, what levers to pull, and how to structure an offer that lands cleanly and avoids renegotiation drama.

✓ **Onboarding Strategy:** How to integrate the leader into your culture, team, and workflows so they gain traction fast and avoid the first-90-day missteps.



why collabGenius?

Why It Matters

Great hires don't fail on competence, they fail on **fit, chemistry, and alignment**. CollabGenius™ eliminates the guesswork and gives you:

- Reduced hiring risk
- Faster ramp-up time
- Stronger team cohesion
- Longer leadership retention
- Clear visibility into how the finalist will lead *your* organization

Bottom line:

CollabGenius™ gives you the intelligence to hire the right person and set them up to thrive.

CollabGenius in Action

We've included sample CollabGenius™ reports in the appendix to demonstrate how we evaluate leadership style, team dynamics, offer-fit, and onboarding strategy.





retained search fee structure

We will conduct this search for **20% of the candidate's first year compensation**. One third of the anticipated fee is due at the beginning of the search, one third is due when candidates are presented, and the remainder of the fee is due on the selected employee's start date. The placement is guaranteed for a period of 1 year on a tiered basis. If the candidate's employment terminates prior to 1 year, **workplace** will recruit a suitable replacement.

First six months – a replacement search will be conducted at no charge

After six months, and prior to the candidate's 1 year anniversary, a replacement search will be conducted at 50% of the original fee.



AGREEMENT TO CONDUCT A RETAINED SEARCH

Rate effective through 12.31.2026

FEES AND EXPENSES: Village of Roscoe agrees to pay a fee in the amount of 20% of the selected candidate's first year salary to THE WORKPLACE, INC for this search. Such fee is not subject to reduction regardless of the method used to source the selected candidate. The placement is guaranteed for 1 year on tiered schedule as follows:

Should the candidate leave for any reason during the first 12 months, Workplace will conduct a replacement search at no charge on a tiered scale.

First six months – a replacement search will be conducted at no charge

After six months, and prior to the candidates 1 year anniversary, a replacement search will be conducted at 50% of the original fee.

In addition to any fees, Village of Roscoe agrees to pay all reasonable preapproved expenses incurred by THE WORKPLACE, INC. related to the performance of its services under this agreement. Expenses may include, but are not limited to, candidate travel, lodging, and entertaining. There is no mark-up on the expense fees.

PAYMENT TERMS: Village of Roscoe agrees to pay all fees and related expenses upon receipt of invoice. All fees are non-refundable. Fees are invoiced on the candidate's start date.

CONFIDENTIALITY OF REFERRALS: All candidate referrals made by THE WORKPLACE, INC. are made on a confidential basis and Village of Roscoe shall hold THE WORKPLACE, INC. harmless from any liability resulting from Village of Roscoe's unauthorized disclosure or misuse of information regarding any candidates or their candidacy.

DISCLAIMER: THE WORKPLACE, INC. does not guarantee the performance of any candidate or the accuracy of information provided regarding a candidate, and disclaims any responsibility for claim, loss, or liability as a result of a candidate's acts or omissions.

Village of Roscoe

The Workplace, Inc.

By: _____
Print name of Village of Roscoe representative

By: _____
Print name of workplace representative

Sign and date

Sign and date

Appendix

- Inclusive Recruitment and Outreach Strategy
- Sample Candidate Assessment Summary
- Sample Offer Letter Strategy
- Sample Onboarding Strategy
- Tentative Search Timeline



inclusive recruitment strategy

workplace search will conduct a Village Administrator recruitment process designed to attract a **highly qualified and diverse pool of candidates** while maintaining the Village's commitment to merit-based selection, transparency, and full compliance with all applicable federal, state, and local equal employment opportunity requirements.

Our approach reflects the understanding that strong municipal leadership can be found through many professional pathways and that broad outreach strengthens—not dilutes—the quality of the candidate pool.

Recruitment Materials

workplace search will develop a comprehensive Village Administrator profile that clearly communicates Roscoe's leadership expectations, governance structure, and community priorities.

- Recruitment materials will emphasize **core executive competencies**, including strategic leadership, financial stewardship, council–manager relations, community engagement, and organizational management.
- Language will be **objective, job-related, and inclusive**, focusing on demonstrated results rather than narrowly defined career paths.
- Materials will be provided in **clear, accessible formats** and will include appropriate EEO statements consistent with Village policy and Illinois public-sector standards.
- The position profile will highlight the Village's unique assets, challenges, and opportunities to attract candidates aligned with your culture and future direction.



Outreach and Distribution

The search will combine **national reach with targeted public-sector outreach** to ensure broad awareness and strong candidate interest.

National and Professional Outreach

- Village/City/County Management Association and regional associations.
- Public-sector executive recruitment platforms.
- Direct outreach to sitting and emerging Administrators, City Managers, Assistant City Managers, and comparable municipal executives regionally and nationwide.

Targeted Outreach

- Professional organizations and leadership networks serving underrepresented groups in local government.
- Outreach to candidates with experience in cities of comparable size, complexity, and council–manager form of government.
- Confidential referral outreach to identify high-performing leaders not actively seeking new roles.

Engagement and Accessibility

- Candidates will receive clear information regarding application procedures, timelines, and selection steps.
- Reasonable accommodations will be available throughout the recruitment and interview process upon request.
- Workplace Search will maintain **confidentiality, professionalism, and consistent communication** with all candidates.



Compliance and Oversight

- All recruitment activities will be conducted in alignment with Village policies and ethical standards.
- Workplace Search will work closely with leadership and designated staff to ensure consistency, transparency, and adherence to the Village's established process
- Outreach efforts and applicant source data will be documented to support accountability and reporting.

Evaluation

Recruitment effectiveness will be evaluated based on:

- Depth and quality of the candidate pool
- Breadth of professional experience and leadership perspectives represented
- Candidate engagement and responsiveness throughout the process

Commitment

Workplace Search is committed to delivering a **fair, transparent, and inclusive Village Administrator recruitment** that results in a highly qualified candidate slate aligned with your values, governance model, and long-term goals.



sample candidate summary

Strong Role alignment with financial operations and oversight, but likely friction in collaborative and directive team environments.

Jane Doe is a **Highly Coherent Watchdog/Vision Mover** — a rare dual-role combination that blends fiscal governance with strategic insight. Her behavioral pattern aligns well with the **execution, structure, and resource control** requirements of the Controller role. However, her **directive communication style and authority-orientation** may require calibration to support effective team leadership and peer collaboration within a multi-role operational environment.

Behavioral Insights

Role Alignment:

- **Watchdog:** High alignment with fiscal governance, compliance, and resource allocation responsibilities — essential to Controller roles.
- **Vision Mover:** Adds strategic planning capacity and long-range financial foresight, enhancing value beyond transactional oversight.

Teaming Characteristics:

- Operates best in **clear authority structures**; may resist peer-level influence or direction from others without explicit agreement.
- Prefers to **lead from the front**, often through directive communication; will not thrive in a consensus-based team without clear role clarity.
- Strong preference for **predictability and control**, which supports accuracy and process integrity, but limits adaptability in rapidly evolving scenarios.

Coherence:

- High behavioral Coherence indicates **reliable execution and pressure tolerance**, especially in environments that value clarity, control, and measurable output.

What She Does Well

- **Enforces standards and accountability:** She will not let customer issues linger — if the company is falling short, she'll press internally to correct it.
- **Clarifies obligations:** Jane excels at making sure contractual terms are upheld and resources are appropriately directed. She's likely to defend the business when customers are unclear or overreaching.
- **Prepared and solution-focused:** Comes to the table with facts, numbers, and process options — not platitudes or vague promises.



Opportunities & Gaps

Strengths / High Contribution Zones

- **Process ownership:** Strong ability to drive month-end close, budgeting, and regulatory reporting with rigor and continuity.
- **Resource coordination:** Naturally inclined to get the right resources to the right places — strong match with budget allocation and inventory costing.
- **Accountability under pressure:** Jane remains productive and focused even in conflict or ambiguity, provided the hierarchy is respected.

Risks / Support Needs

- **Authority resistance:** May challenge direction unless role boundaries and reporting structures are clearly defined.
- **Team conflict potential:** If other team members hold similar directive or detail-focused Roles (e.g. another Watchdog or Action Former), role clashes could arise.
- **Limited adaptability:** May struggle in environments requiring high change agility or peer-driven collaboration without clear guardrails.
- **Low tolerance for emotional ambiguity:** If customers are vague, accusatory, or excessively relational, she may get frustrated or shut down.
- **Directive tone under pressure:** Can come across as firm or blunt — useful in escalation, but may create friction if customers expect diplomacy or empathy.
- **Does not enjoy “being sold”:** If customers try to pressure or negotiate unfairly, Jane will hold the line — possibly at the cost of relational capital if not supported by leadership.

Recommendation

Jane is a high-potential Controller candidate for a company like XYZ Corp if the environment:

- Respects **clear operational lanes and reporting hierarchies**
- Provides **decision autonomy** over financial systems, controls, and compliance



sample offer letter strategy

To appeal to **Jane Doe**, your offer letter should reinforce her **sense of control, contribution, and alignment** with the mission — while clearly communicating the **boundaries of authority** and **strategic value** of her work.

Here's what to **include** (and why), based on her CollabGenius Watchdog/Vision Mover profile:

Offer Letter Content Strategy for Jane Doe

1. Clear Scope of Authority

She needs to know **where she has decision rights** and where she'll be supported, especially in finance operations.

Include:

“You will have direct ownership of the company’s financial systems, including reporting, payroll, compliance, and budgeting. You will have authority to enforce standards, optimize processes, and advise leadership on strategic planning priorities.”

2. Direct Access to Leadership

As a Vision Mover, She will be motivated by influence and high-leverage conversations — not just behind-the-scenes execution.

Include:

“You will report directly to the President and serve as a strategic partner in guiding financial priorities that affect the entire organization.”

3. Respect for Her Discipline and Systems Thinking

She is proud of her rigor and process-minded approach. Reinforce that this is exactly why she's being hired.

Include:

“We value your disciplined, structured approach to financial leadership and your ability to identify and improve systems that support long-term growth. Your insight will help us move from good intentions to measurable results.”



sample onboarding strategy

ONBOARDING PLAN: Jane Doe

Role: Controller

Behavioral Profile: Highly Coherent Watchdog / Vision Mover

Report-to:

Week 1–2: Anchor Her Authority and Role Clarity

Objective: Establish Jane’s domain and decision authority from Day 1

Actions:

- Formal 1:1 with President outlining expectations and financial ownership scope
- Written org map showing who reports to her and who she collaborates with (and *who doesn’t*)
- Grant full access to all financial systems and reporting tools with walkthrough from current team lead or IT
- Clarify how issues with A/P, payroll, or pricing should escalate — Jane prefers a command structure, not passive consensus

Messaging:

“Jane, we trust you to own this lane. We don’t need reinvention — we need accuracy, follow-through, and steady leadership from finance. That’s why you’re here.”

Week 3–4: Operational Ownership + First Financial Cycle

Objective: Position Jane to run a full month-end and start refining systems

Actions:

- Shadow or co-lead current month-end close
- Take lead on cash flow tracking and bank reconciliation for the period
- Review prior-year budget and current year variances; propose 1–2 process upgrades
- Introduce her to vendors or external partners she’ll interface with (e.g. tax consultants, bank contacts)

Watchpoints:

- She may push back on inefficient legacy systems or unclear pricing logic — this is a sign of alignment, not friction
- Ensure team respects her decision scope. Any peer-level pushback should be addressed quickly by leadership



Month 2–3: Strategic Integration & Financial Leadership

Objective: Align Jane’s Vision Mover strength with long-term goals

Actions:

- Invite her into strategic planning sessions related to inventory costing, flat rate pricing, and budget setting
- Ask her to draft a 3–6 month roadmap for financial system improvements
- Assign her to lead an internal training or documentation session for one recurring finance process (e.g., payroll entry, bank rec, AP approvals)
- Establish monthly check-ins with the President focused on strategic progress, not just reporting metrics

Support Tip:

Frame these conversations around **operational foresight** — Jane thrives when her strategic voice is taken seriously, especially if paired with execution authority.

Long-Term Retention Drivers

Jane will stay engaged and high-performing when:

- Her **expertise is respected**, especially around financial accuracy and systems
- She is **trusted to enforce standards**, not micromanaged or second-guessed
- She has a say in **strategic planning and resource allocation**, especially when efficiency and value are on the line
- She’s protected from **chronic ambiguity or team politics** — clarity and order are fuel for her best work

NOTE: This onboarding plan supports, not replaces, manager judgement.



Village of Roscoe
Tentative Timeline for Village Administrator Search

Step One: Position Assessment and Job Announcement

- Position Profile meeting with selection committee (scheduled within a week of search award)
- Interviews with key stakeholders within the village if desired (within a week of search award and staff availability)
- Draft Position Profile for review by Board of Trustees (week 2)
- Ongoing: Research and recruitment of desirable candidates

Step Two: Pro-active Candidate Recruitment (weeks 3-5)

- Position Profile posted in appropriate sector publications and websites as well as in social media
- Pro-active research, networking, and direct recruiting by **workplace** staff of desirable candidates

Step Three: Candidate Screening and Evaluation (weeks 3-5)

- Review and evaluation of the candidates' credentials, interviews with appropriate candidates by **workplace** staff, and initial round of vetting candidates

Step Four: Presentation of the Recommended Candidates (week 6)

- Written Recruitment Report presented to the Selection Committee. Selection of finalist to be interviewed by the Selection Committee, and development of questions for Selection Committee interviews

Step Five: Interviewing Process and Background Screening (week 7)

- Candidate interviews with the Selection Committee facilitated by **workplace**

Step Six: Appointment of Candidate (week 8)

- Assist with salary and benefit negotiations of the successful candidate selected by the City Council

