

# PROPOSAL FOR EXECUTIVE RECRUITMENT SERVICES

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CITY MANAGER  
CITY OF STAYTON, OREGON

October 2021

(This proposal is valid for 90 days)



**Strategic** Government Resources

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October 8, 2021

Hon. Mayor Henry Porter and City Council  
City of Stayton, Oregon

Dear Mayor Porter and City Councilors:

Thank you for the opportunity to submit this proposal to assist the City of Stayton in your recruitment for a new City Manager. SGR has the unique ability to provide a personalized and comprehensive recruitment to meet your needs.

I would like to draw your attention to a few key items that distinguish SGR from other recruitment firms and allow us to reach the most extensive and diverse pool of applicants:

- SGR is a recognized thought leader in local government management and is actively engaged in local government operations, issues, and best management practices.
- SGR's Servant Leadership e-newsletter, where all recruitments conducted by SGR are announced, reaches nearly 50,000 subscribers in all 50 states.
- SGR will send targeted emails to our opt-in Job Alert subscriber database of over 6,200 city management professionals.

We recognize that the COVID-19 pandemic has created unique operating challenges for local governments in a myriad of ways, including recruitment efforts. SGR has invested in a variety of technologies that will allow a safe social distancing recruitment process, and we will continue to provide alternatives to in-person meetings, to the extent your organization desires, during this uncertain time.

We are excited about the prospect of conducting this recruitment for the City of Stayton, and we are available to visit with you at your convenience.

Respectfully submitted,

Jennifer Fadden, Chief Operating Officer  
[JenniferFadden@GovernmentResource.com](mailto:JenniferFadden@GovernmentResource.com)

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## Company Profile

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### Background

Strategic Government Resources, Inc. (SGR) exists to help local governments become more successful by Recruiting, Assessing, and Developing Innovative, Collaborative, and Authentic Leaders. SGR was incorporated in 2002 with the mission to facilitate innovative leadership in local government. SGR is fully owned by former City Manager Ron Holifield, who spent two high-profile decades in city management and served as a City Manager in several cities.

SGR's business model is truly unique. Although we are a private company, SGR operates like a local government association. Most of SGR's principals are former local government officials, allowing SGR to bring a perspective and depth of local government expertise to every project that no other firm can match.

SGR's Core Values are Customer Service, Integrity, Philanthropy, Continuous Improvement, Agility, Collaboration, Protecting Relationships, and the Golden Rule.

SGR is a **full-service firm**, specializing in executive recruitment, interim placements, online training, onsite training, leadership development, psychometric assessments, strategic visioning retreats, one-on-one employee coaching, and other consulting services designed to promote innovation, team building, collaboration, and continuous improvement in local governments. SGR has approximately 700 local government clients in 47 states for all of our business lines combined. SGR has been, and continues to be, a leader in spurring innovation in local government.

SGR has 24 full-time employees, 2 part-time employees, 17 recruiters, and a number of consultants who function as subject matter experts on a variety of projects.

SGR's corporate headquarters is in the Dallas/Fort Worth Metroplex. SGR also has virtual offices in California, Florida, Minnesota, New York, North Carolina, Ohio, Oklahoma, Oregon, and Pennsylvania.

### SGR Executive Leadership – Recruitment

- Ron Holifield, Chief Executive Officer
- Jennifer Fadden, Chief Operating Officer
- JJ Peters, President of Executive Recruitment

View all SGR team members and bios at: [governmentresource.com/about-us/meet-the-team](http://governmentresource.com/about-us/meet-the-team)

## SGR's Unique Qualifications

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### Extensive Network of Prospects

SGR is intent on being a leader in executive recruitment, and we believe it is imperative to be proactive in our mission to build a workforce that represents the communities we serve. SGR reaches an extensive and diverse pool of prospects by utilizing our unequaled network of prospects.

- SGR's Servant Leadership e-newsletter, where your position will be announced, reaches over 49,000 subscribers in all 50 states.
- We will send targeted emails to opt-in subscribers to SGR's Job Alerts.
- Your position will be posted on SGR's Website, [GovernmentResource.com](http://GovernmentResource.com), which has more than 36,000 visitors per month.
- Your position will be posted on SGR's Job Board, [SGRjobs.com](http://SGRjobs.com), which averages more than 16,000 unique visitors per month and has over 1,600 jobs listed at any given time.
- SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on Facebook, Twitter, Instagram, and LinkedIn.
- SGR frequently partners with local government associations including League of Women in Government and the Local Government Hispanic Network.
- Approximately 65% of semifinalists selected by our clients learned about the open recruitment through via our website, servant leadership e-newsletter, job board, social media, job alert emails, or personal contact.

### Collective Local Government Experience

Our recruiters have years of experience in local government and both regional and national networks of relationships. The entire executive recruitment group works as a team to leverage their networks to assist with each recruitment. SGR team members are active on a national basis, in both local government organizations and professional associations. Many SGR team members frequently speak and write on issues of interest to local government executives. SGR can navigate all of the relevant networks as both a peer and insider.

### Equal Opportunity Commitment

SGR strongly believes in equal employment opportunity. SGR does not discriminate and believes that equal opportunity is an ethical issue. SGR quite simply will not enter into an engagement with an entity or organization that directs, or expects, that bias should or will be demonstrated on any basis other than those factors that have a bearing on the ability of the candidate to do the job. You can anticipate that SGR will make a serious and sincere effort to encourage qualified applicants from underrepresented demographic groups to apply. Although SGR obviously cannot, and would not, guarantee the makeup of the semifinalist or finalist groups, SGR does have relationships and contacts nationwide to encourage the meaningful participation of underrepresented minority groups, and we continue to evaluate and improve our processes by embedding a lens of equity and inclusion into our recruitment practices.

### **Listening to Your Unique Needs**

SGR devotes a significant amount of time to actively listening to your organization and helping you define and articulate your needs. We work hard to conduct a comprehensive recruitment that is unique to you. SGR devotes a tremendous amount of energy to understanding your organization's unique culture, environment, and local issues to ensure a great "fit" from values, philosophy, and management style perspectives.

### **Trust of Candidates**

SGR has a track record of remarkable confidentiality and providing wise counsel to candidates and next generation leaders; we have earned their trust. As a result, SGR is often able to get exceptional prospects to become candidates, even if they have declined to become involved in other recruitment processes. Candidates trust SGR to assess the situation well, communicate honestly and bluntly, and maintain their confidentiality to the greatest extent possible.

### **Accessibility & Communication**

Your executive recruiter is accessible at all times throughout the recruitment process and can be reached by candidates or clients, even at night and on weekends, by cell phone or email. In addition, the recruiter communicates with active applicants on a weekly basis and sends Google alerts articles to keep the applicants informed about the community and opportunity.

### **Comprehensive Evaluation and Vetting of Candidates**

SGR offers a candidate screening process that prevents surprises and ensures in-depth understanding. Our vetting process includes:

- Prescreening questions and technical review of resumes
- Cross communication between our recruiters about candidates who have been in previous searches for greater understanding of background and skills
- Comprehensive written questionnaires to gain different insights than typically available on a resume
- Online pre-recorded video interviews that allow search committee members, at their convenience, to view candidates in an interview setting prior to the finalist stage of the recruitment process
- Comprehensive media reports that go far beyond automated Google/LexisNexis searches and are customized to each candidate based on where they have lived and worked
- Comprehensive automated and anonymous reference checks that provide deep insights on candidates' soft skills from a well-rounded group of references
- Psychometric assessments (supplemental cost)
- Comprehensive background checks completed by a licensed private investigation firm
- Advanced exercise, customized to the organization, for finalist candidates

## Project Personnel

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### **Lynn Barboza, Senior Vice President**

[LynnBarboza@GovernmentResource.com](mailto:LynnBarboza@GovernmentResource.com)

Cell: 702-423-2905



Lynn began her public sector career with the City of Las Vegas (NV) in November of 1990. Throughout her 27-year tenure with the City, she was promoted to increasingly responsible positions in different operational areas including the City Manager’s Office, the City Council Office and Human Resources. She spent the last 5+ years of her time with the City managing the Talent Acquisition team.

Lynn earned her Bachelor of Science degree in Workforce Education from the University of Nevada Las Vegas in 2011 and is a certified instructor for InsideOut Coaching, True Colors (Leadership Style) and is also certified as a “Technology of Participation” facilitator. She is a member of SGR’s Leadership Development Team assisting with training development and delivery, as well as workshop facilitation for local government agencies throughout the U.S.

As an Executive Recruiter who has also been a hiring executive, Lynn brings the client perspective to her role at SGR, along with her experience managing the Talent Acquisition function for a large and progressive public sector agency. She works closely with clients to define the necessary qualifications and desired talents in prospective candidates who will meet their unique business challenges today and most importantly, in the future. Lynn is equally committed to her candidates; she is passionate about learning their story and helping them find the ideal next step in their career path.

Lynn has recruited for every discipline in the public sector, assisting smaller-sized cities/counties and large metropolitan organizations find the perfect addition to their leadership team. She has also recently diversified her skill set, venturing into the private sector and handling healthcare executive placements.

In her free time, Lynn is a volunteer Court Appointed Special Advocate (CASA) for abused and neglected children in the foster care system, an avid cyclist and proud mom of two beautiful daughters and two very special rescue dogs.

## Recruitment Methodology

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A full-service recruitment typically entails the following steps:

**1. Organizational Inquiry and Analysis**

- Develop Recruitment Plan and Timeline
- Individual Interviews with Key Stakeholders
- Development of Position Profile Brochure

**2. Advertising and Marketing, Communication with Applicants and Prospects**

**3. Initial Screening and Review**

**4. Search Committee Briefing to Facilitate Selection of Semifinalists**

**5. Evaluation of Semifinalist Candidates**

- Written Questionnaires
- Recorded Online Interviews
- Media Searches - Stage 1

**6. Search Committee Briefing to Facilitate Selection of Finalists**

**7. Evaluation of Finalist Candidates**

- Comprehensive Media Searches - Stage 2
- Comprehensive Background Investigation Reports
- DiSC Management Assessments (supplemental service)
- First Year Game Plan or Other Advanced Exercise

**8. Interview Process**

- Face-to-Face Interviews
- Stakeholder Engagement (may occur earlier in process)
- Deliberations
- Reference Checks (may occur earlier in process)

**9. Negotiations and Hiring Process**

- Determine the Terms of an Offer
- Negotiate Terms and Conditions of Employment
- Press Release (if requested)



## **Step 1: Organizational Inquiry and Analysis**

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### **Develop Recruitment Plan and Timeline**

SGR will meet with the client at the outset of the project to finalize the recruitment plan and timeline. At this time, SGR will also request that the client provide us with photos and information on the community, organization, and position to assist us in drafting the position profile brochure.

### **Individual Interviews with Key Stakeholders**

SGR devotes tremendous energy to understanding your organization's unique culture, environment, and goals to ensure you get the right match for your particular needs. Fully understanding your organizational needs is the most critical part of conducting a successful executive recruitment. In consultation with the Search Committee, SGR will develop a list of individuals to meet with about the position. Individual interviews may include members of the Search Committee, key staff members, peers in other organizations, and/or community leaders to find out more about the position, special considerations, and the political environment. These interviews last approximately 30-60 minutes each and identify issues that may affect the dynamics of the recruitment, as well as develop a composite understanding of the organization's preferences. This process helps with organizational buy-in and will assist us in developing the position profile.

### **Development of Position Profile Brochure**

Following the individual interviews, SGR will develop a draft position profile brochure that is reviewed and revised in partnership with your organization until we are in agreement that it accurately reflects the sought-after leadership and management characteristics.

## **Step 2: Advertising and Marketing, Communication with Applicants and Prospects**

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### **Advertising and Marketing**

The Executive Recruiter and client work together to determine the best ways to advertise and recruit for the position. SGR's Servant Leadership e-newsletter, where your position will be announced, reaches over 49,000 subscribers in all 50 states. We will also send targeted emails to opt-in subscribers to SGR's Job Alerts. Your position will be posted on SGR's Website, [GovernmentResource.com](http://GovernmentResource.com), and on SGR's Job Board, [SGRjobs.com](http://SGRjobs.com). SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on Facebook, Twitter, Instagram, and LinkedIn. Ads are also typically placed in various state and national publications, targeting the most effective venues for reaching qualified candidates for that particular position.

### **Communication with Prospects**

SGR communicates with interested prospects on ongoing basis during the recruitment process. Outstanding prospects often will not submit a resume until they have done considerable homework on the available position. A significant number of inquiries will be made, and it is essential that the executive search firm be prepared to answer those questions with fast,

accurate, and complete information, and in a warm and personal manner. This is one of the first places a prospective candidate will develop an impression about the organization, and it is an area in which SGR excels.

**Communication with Active Applicants**

Handling the flow of resumes is an ongoing and significant process. On the front end, it involves tracking resumes and promptly acknowledging their receipt. It also involves timely and personal responses to any questions or inquiries. SGR communicates frequently with applicants to ensure they stay enthusiastic and informed about the opportunity. SGR utilizes Google Alerts and sends weekly update emails to active applicants regarding the organization and community.

**Step 3: Initial Screening and Review**

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SGR uses a triage process to identify high-probability, medium-probability, and low-probability candidates. The triage ranking is focused on overall assessment based on interaction with the applicant, qualifications, any known issues regarding previous work experience, and evaluation of cultural fit with the organization.

In contrast with the triage process described above, which focuses on subjective assessment of the resumes and how the candidates present themselves, we also evaluate each candidate to make sure that the minimum requirements of the position are met, and which of the preferred requirements are met. This sifting process assesses how well candidates’ applications fulfill the recruitment criteria outlined in the Position Profile.

**Step 4: Search Committee Briefing / Selection of Semifinalist Candidates**

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At this briefing, SGR will provide a comprehensive progress report and facilitate the selection of up to 12 semifinalists. The presentation will include summary information on the process so far, the candidate pool overall, and any trends or issues, as well as a briefing on each candidate and their credentials. No other firm offers this level of reporting detail and transparency.

**Step 5: Evaluation of Semifinalist Candidates**

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Reviewing resumes is an important and valuable step in the executive recruitment process. However, the simple fact is that resumes can be misleading. They tell you nothing about the individual’s personal qualities or his/her ability to get along with other people. Resumes can also exaggerate or inflate accomplishments or experience. SGR’s responsibility is to go more in-depth than the resume to ensure that those candidates who continue in the process are truly outstanding. SGR’s goal is to have a clear understanding of the person behind the resume and what makes him/her an outstanding prospect for you. The evaluation of semifinalist candidates includes follow-up when appropriate to ask any questions about underlying issues.

### **Written Questionnaires**

SGR will ask semifinalist candidates to complete a comprehensive written exercise designed to provide greater insight into candidate thought processes and communication styles. SGR's written instrument is custom designed around the priorities identified by the Search Committee and usually includes questions focusing on key areas of particular interest to the client. This written instrument will be included in the semifinalist briefing book along with cover letters and resumes submitted by the candidates.

### **Recorded Online Interviews**

SGR will ask semifinalist candidates to complete online interviews. This provides a very insightful, efficient and cost-effective way to gain additional insights to utilize in selecting finalists you want to invite for an onsite interview. The recorded online interviews allow the Search Committee to evaluate technological competence, demeanor, verbal communication skills, and on-camera presence. Online interviews also convey to candidates that the organization is using leading edge technology in its business processes and provide an opportunity for the Search Committee to ask candidates questions on specific topics of special interest. Links to view the online interviews are emailed to the Search Committee members for viewing at their convenience prior to selection of finalist candidates.

### **Media Searches - Stage 1**

"Stage 1" of our media search process involves the use of the web-based interface Nexis Diligence™. This platform is an aggregated subscription-based platform that allows access to global news, business, legal, and regulatory content. These media reports at the semifinalist stage have proven helpful by uncovering issues that may not have been previously disclosed by prospective candidates. The recruiter will communicate any "red flags" to the Search Committee immediately upon discovery.

## **Step 6: Search Committee Briefing / Selection of Finalist Candidates**

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Prior to this briefing, SGR will provide each member of the Search Committee with a briefing book on the semifinalist candidates. The briefing book includes cover letters, resumes, and completed questionnaires. The link to view the online interviews is emailed separately to Search Committee members. The purpose of this briefing is to facilitate narrowing the list to up to 5 finalists who will be invited for personal interviews.

## **Step 7: Evaluation of Finalist Candidates**

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### **Comprehensive Media Searches - Stage 2**

"Stage 2" of our media search process includes the web-based interface Nexis Diligence™ along with Google as a supplementary tool. By utilizing both, we can provide our clients with an enhanced due diligence process to help vet potential candidates in an efficient and comprehensive manner, which reduces the risk of overlooking important information.

The Stage 2 media search consists of a more complex search, which also includes social media platforms, and has proven helpful in analyzing possible adverse news about the candidate by uncovering issues that may not have been previously disclosed by the candidate. The media search gives the Search Committee an overview of the type and extent of press coverage that a candidate has experienced over the course of their career. View a sample media report at: <http://bit.ly/SGRSampleMediaReport>.

### **Comprehensive Background Investigation Reports**

Through SGR's partnership with a licensed private investigation firm, we are able to provide our clients with comprehensive background screening reports that include the detailed information listed below. View a sample background report at: [bit.ly/SGRSampleBackgroundReport](http://bit.ly/SGRSampleBackgroundReport).

- Social Security number trace
- Address history
- Driving history/motor vehicle records
- Credit report (if desired)
- Federal criminal search
- National criminal search
- County wants and warrants for previous 10 years
- Global homeland security search
- Sex offender registry search
- State criminal search (for current and previous states of residence)
- County civil and criminal search (for every county in which candidate has lived or worked) for previous 10 years
- Education verification
- Employment verification (if desired)
- Military verification (if desired)

### **DiSC Management Assessments (supplemental service)**

SGR uses a DiSC Management assessment tool, which is among the most validated and reliable personal assessment tools available. The DiSC Management assessment analyzes and reports comprehensively on the candidate's preferences in five vital areas: management style, directing and delegating, motivation, development of others, and working with his/her own manager. View a sample report at: [bit.ly/SGRDiscProfileSample](http://bit.ly/SGRDiscProfileSample). For assessments of more than two candidates, a DiSC Management Comparison Report is included, which provides a side-by-side view of each candidate's preferred management style. View a sample comparison report at: [bit.ly/SGRDiscTeamReport](http://bit.ly/SGRDiscTeamReport).

### **First Year Game Plan or Other Advanced Exercise**

SGR will work with your organization, if desired, to develop an advanced exercise for the finalist candidates. One example of such an exercise is a "First Year Game Plan," a process where finalist candidates are provided with the contact information for elected officials, key staff, and community leaders and then given free rein to make contact with all of them in advance and use those insights to develop a "first year game plan" based on what they know so far.

Feedback is received from the key contacts on their impressions of the finalist candidates from the interactions with the candidates prior to the interviews. This exercise provides the opportunity to evaluate candidates' written and interpersonal communication skills, as well as critical analysis skills.

## **Step 8: Interview Process**

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### **Face-to-Face Interviews**

SGR will schedule interviews at a date/time convenient to your organization. This process can be as simple, or as complex, as your organization desires. SGR will help you determine the specifics and assist in developing the interview schedule and timeline. SGR will prepare sample interview questions and will participate throughout the process to make it smooth and efficient.

### **Stakeholder Engagement**

At the discretion of the Search Committee, we will work closely with your organization to engage stakeholders in the recruitment process. Our recommendation is that we design a specific stakeholder engagement process after we learn more about the organization and the community. Different approaches work best in different communities. We will collaborate with your organization to determine which option, or combination of options, will be the most effective for the unique needs of the organization.

- Stakeholder survey (supplemental service, can be provided at an additional cost)
- Interviewing community leaders at the outset of the recruitment;
- Holding a public forum for citizen engagement at the outset of the recruitment;
- Community leader reception;
- Meet and greet;
- Search Committee and key community leader dinner meeting;
- "Round Robin" forum meetings with various community groups during a multi-day interview process.

### **Deliberations**

SGR will facilitate a discussion about the finalist interviews and assist the Search Committee in making a hiring decision or in deciding whether to bring back one or more candidates for a second interview.

### **Reference Checks**

SGR uses a progressive and adaptive automated reference check system to provide insights on candidates' soft skills from a well-rounded group of references. References may include elected officials, direct supervisors, direct reports, internal organizational peers, professional peers in other organizations, and civic leaders. SGR's reference check platform is anonymous, which is proven to encourage more candid and truthful responses, in turn providing organizations with more meaningful and insightful information on candidates. SGR provides a written summary report to the organization once all reference checks are completed. The timing of reference

checks may vary depending on the specific search process and situation. If the names of the finalists are made public prior to interviews, SGR will typically contact references prior to the interview process. If the names of the finalists are not made public prior to interviews, SGR will typically wait until the organization has selected its top candidate before calling references in order to protect candidate confidentiality.

## **Step 9: Negotiations and Hiring Process**

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### **Determine the Terms of an Offer**

Upon request, SGR will provide appropriate employment agreement language and other helpful information to assist you in determining an appropriate offer to extend to your candidate of choice.

### **Negotiate Terms and Conditions of Employment**

SGR will assist to whatever degree you deem appropriate in conducting negotiations with the chosen candidate. SGR will determine and define any special needs or concerns of the chosen candidate, including anything that could be a complicating factor. SGR is experienced and prepared to help craft win-win solutions to negotiation “log-jams.”

### **Press Release (if requested)**

Until you have “sealed the deal,” you need to be cautious in order to avoid the embarrassment of a premature announcement that does not work out. You also want to try to notify all senior staff and unsuccessful candidates before they read about it in the newspaper. SGR will assist with this coordination and with drafting any announcements or press releases.

## **Satisfaction Surveys**

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SGR is committed to authentically following the golden rule by providing prompt, professional and excellent communication and always treating every client with honor, dignity and respect. We ask clients and candidates to complete a brief and confidential survey after the completion of their recruitment. This helps us strive to continuously improve our processes and meet the changing needs of the workforce.

## **Supplemental Service: Post-Hire Team Building Workshop**

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SGR can provide a customized team building workshop after you hire for the position. SGR utilizes I-OPT, which is a validated measurement tool that shows how a person perceives and processes information. Because people “see” different things when they assess a situation, they are motivated to take various courses of action, so understanding you and your colleagues’ I-OPT Profiles will enable you to work much more effectively as a team. This service can be provided at an additional cost. View sample I-OPT reports at: [bit.ly/sampleIOPReports](http://bit.ly/sampleIOPReports).

## Projected Schedule

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*Schedule will be adjusted at the outset of the search to meet the organization's needs. Holidays may affect recruitment schedule.*

| Task   | Weeks       |
|--|-------------|
| <ul style="list-style-type: none"> <li>Contract Executed</li> <li>Develop Recruitment Plan, Timeline</li> <li><u>Individual Interviews with Key Stakeholders</u></li> </ul>  | Week 1      |
| <ul style="list-style-type: none"> <li><u>Deliverable</u>: Position Profile Brochure</li> <li>Search Committee Reviews and Approves Brochure</li> </ul>  | Weeks 2-3   |
| <ul style="list-style-type: none"> <li>Advertising and Marketing</li> <li>Accept Applications</li> <li>Communication with Prospects and Applicants</li> </ul>  | Weeks 4-7   |
| <ul style="list-style-type: none"> <li>Initial Screening and Review</li> </ul>   | Week 8      |
| <ul style="list-style-type: none"> <li><u>Search Committee Briefing</u> / Select Semifinalists</li> <li>Questionnaires and Recorded Online Interviews</li> <li>Media Searches - Stage 1</li> </ul>   | Week 9      |
| <ul style="list-style-type: none"> <li><u>Deliverable</u>: Semifinalist Briefing Books and Online Interviews</li> </ul>  | Week 10     |
| <ul style="list-style-type: none"> <li><u>Search Committee Briefing</u> / Select Finalist Candidates</li> </ul>  | Week 11     |
| <ul style="list-style-type: none"> <li>Comprehensive Media Searches - Stage 2</li> <li>Comprehensive Background Investigation Reports</li> <li>DiSC Management Assessments (supplemental service)</li> <li>First Year Game Plan or Other Advanced Exercise</li> </ul>    | Weeks 12-13 |
| <ul style="list-style-type: none"> <li><u>Deliverable</u>: Finalist Briefing Books</li> </ul>  | Week 14     |
| <ul style="list-style-type: none"> <li><u>Face-to-Face Interviews</u></li> <li>Stakeholder Engagement (may occur earlier in process)</li> <li>Deliberations</li> <li>Reference Checks (may occur earlier in process)</li> <li>Negotiations and Hiring Process</li> </ul> | Week 15     |

## Recruitment Costs & Service Guarantee

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Not-to-Exceed Price: **\$24,900**

Not-to-exceed price includes:

- **Professional Service Fee - \$18,500**
- **Expenses:**
  - **Position Profile Brochure & Marketing - \$1,500**
    - Production of a professional position profile brochure
    - Custom-designed graphics for social media and email marketing
    - Announcement in SGR's 10 in 10 Leadership and Innovation e-newsletter
    - Two (2) email blasts to SGR's opt-in Job Alert subscribers for the relevant job category
    - Featured job placement on SGR's website
    - Featured ad on SGR's job board
    - Promotions on SGR's social media pages – Facebook, Twitter, LinkedIn, and Instagram
  - **Semifinalist Recorded Online interviews** for up to twelve (12) semifinalists - **\$225 each**
  - **Comprehensive Media Reports** for up to five (5) finalists - **\$500 each**
  - **Comprehensive Background Investigation Reports** for up to five (5) finalists - **\$400 each**
  - **Comprehensive Reference Checks** with individual reports for up to five (5) finalists - **\$225 each**
  - **Up to Two (2) onsite visits** by the Recruiter to the Organization. Meals are billed back at a per diem rate of \$10 for breakfast, \$15 for lunch, and \$25 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead. **Travel will be dependent on COVID restrictions in place at the time and take into consideration the health and safety of team members of both SGR and the Organization.**

### Supplemental Services

The supplemental services listed below are not included in the not-to-exceed price:

- **Ad placements, as approved by the organization, will be billed back at actual cost with no markup for overhead.**
- There may be an additional charge for changes made to the Position Profile Brochure after the brochure has been approved by the organization and the position has been posted online.



- Additional online interviews (over and above the twelve (12) included in the not-to-exceed price above) are offered for \$225 per candidate.
- Additional comprehensive media reports (over and above the five (5) included in the not-to-exceed price above) are offered for \$500 per candidate.
- Additional background investigation reports (over and above the five (5) included in the not-to-exceed price above) are offered for \$400 per candidate.
- Additional reference checks (over and above the five (5) included in the not-to-exceed price above) are offered for \$225 per candidate.
- There is a cost of \$175 per candidate for the DiSC Management Profile.
- Semifinalist and finalist briefing materials will be provided to the search committee via an electronic link. Should the organization request printing of those materials, the reproduction and shipping of briefing materials will be outsourced and be billed back at actual cost.
- Additional in-person visits (over and above the two (2) in-person visits included in the not-to-exceed price above) by the Recruiter will be billed over and above the not-to-exceed price. Meals are billed back at a per diem rate of \$10 for breakfast, \$15 for lunch, and \$25 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead.
- Candidates are reimbursed directly by the organization for travel expenses.
- SGR will conduct a Stakeholder Survey for \$1,000. SGR provides recommended survey questions and sets up an online survey. Stakeholders are directed to a web page or invited to take the survey by email. A written summary of results is provided to the organization.
- If desired, the Recruiter will travel to the communities of the finalist candidates to conduct onsite visits. Site visits will be charged at a day rate of \$1,000 per day, plus travel expenses. Meals are billed back at a per diem rate of \$10 for breakfast, \$15 for lunch, and \$25 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead.
- A half-day onsite post-hire team building workshop is offered for \$4,000, plus travel expenses and \$150 per person for I-OPT reports.
- In the unexpected event the organization requests that unusual out of pocket expenses be incurred, said expenses will be reimbursed at the actual cost with no mark up for overhead.
- If the organization desires any supplemental services not mentioned in this section, an estimate of the cost and hours to be committed will be provided at that time, and no work shall be done without approval. Supplemental services will be billed out at \$250 per hour.

**Billing**

The professional service fee for the recruitment is billed in three equal installments during the course of the recruitment. The initial installment is billed after the position profile brochure has been created. The second installment is billed after semifinalists are selected. The final installment is billed at the conclusion of the recruitment. Expenses and supplemental services will be billed with each of the three installments, as appropriate.

**Service Guarantee**

SGR guarantees that you will be satisfied with the results of the full service recruitment process, or we will repeat the entire process one additional time and charge only for expenses. Additionally, if you select a candidate (that SGR has fully vetted) who resigns or is released within 18 months of their hire date, SGR will repeat the process one additional time and charge only for expenses. If the organization circumvents SGR's recruitment process and selects a candidate who did not participate in the full recruitment process, the service guarantee is null and void. We also guarantee that we will not directly solicit a candidate we bring to you for another job.

**Executive Recruitment References for Lynn Barboza, Senior Vice President**

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**City of Sherwood, Oregon**  
**Population: 20,000**  
Russell Griffin, City Councilor  
[GriffinR@sherwoodoregon.gov](mailto:GriffinR@sherwoodoregon.gov)  
City Manager Recruitment, 2021

**City of Lago Vista, Texas**  
**Population: 8,000**  
Ed Tidwell, Mayor  
[mayor@lago-vista.org](mailto:mayor@lago-vista.org)  
804-832-3759  
City Manager Recruitment, 2021

**City of Chanhassen, Minnesota**  
**Population: 27,000**  
Jake Foster, Assistant City Manager  
[JFoster@ci.chanhassen.mn.us](mailto:JFoster@ci.chanhassen.mn.us)  
952-227-1118  
City Manager Recruitment, 2021

**City of Santa Fe, Texas**  
**Population: 13,000**  
Jason Tabor, Mayor  
[mayor@ci.santa-fe.tx.us](mailto:mayor@ci.santa-fe.tx.us)  
409-925-6412  
City Manager Recruitment, 2020

**City of Castroville, Texas**  
**Population: 3,000**  
Darrin Schroeder, Mayor Pro Tem  
[district5@castrovilletx.gov](mailto:district5@castrovilletx.gov)  
210-232-4737  
City Administrator recruitment, 2020

**City of Nacogdoches, Texas**  
**Population: 33,000**  
Mario Canizares, City Manager  
[canizaresm@nactx.us](mailto:canizaresm@nactx.us)  
936-559-2501  
City Attorney, 2021

## City & County Manager/Administrator Recruitments, 2018-Present

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### In Progress

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- Bridgeport, Texas (pop. 6,500) - City Manager – Kevin Hugman
- Flower Mound, Texas (pop. 79,000) - Town Manager – Larry Gilley
- Fort Collins, Colorado (pop. 175,000) - City Manager – Mark McDaniel
- Johnson City, Tennessee (pop. 65,000) - City Manager – Doug Thomas
- Klamath Falls, Oregon (pop. 22,000) - City Manager – JJ Peters
- Levelland, Texas (pop. 13,000) - City Manager – Jay Singleton
- Madisonville, Texas (pop. 4,500) - City Manager – Kevin Hugman
- Manor, Texas (pop. 14,000) - City Manager – Margie Rose
- Mont Belvieu, Texas (pop. 6,500) - City Manager – Kevin Hugman
- Snoqualmie, Washington (pop. 14,000) - City Administrator -Lynn Barboza
- Tolland, Connecticut (pop. 15,000) - Town Manager – Doug Thomas
- Wickenburg, Arizona (pop. 7,500) - Town Manager – Marsha Reed

### 2021

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- Bainbridge Island, Washington (pop. 25,000) - City Manager – Ron Holifield
- Breckenridge, Texas (pop. 5,000) - City Manager – Larry Gilley
- Briarcliff Manor, New York (pop. 8,000) - Village Manager – Patti Dwyer
- Chandler, Arizona (pop. 270,000) - City Manager – Lynn Barboza/Doug Thomas
- Chanhassen, Minnesota (pop. 27,000) - City Manager – Lynn Barboza
- Chickasha, Oklahoma (pop. 16,000) - City Manager – Gary Holland
- Choctaw, Oklahoma (pop. 12,000) - City Manager – Gary Holland
- Clermont, Florida (pop. 44,000) - City Manager – Doug Thomas
- Kennett Square, Pennsylvania (pop. 6,000) - Borough Manager – Doug Thomas
- Lago Vista, Texas (pop. 8,000) - City Manager – Lynn Barboza
- Lamar, Colorado (pop. 7,500) - City Administrator – Larry Gilley
- Monett, Missouri (pop. 9,000) - City Administrator – Kurt Hodgen
- North Port, Florida (pop. 77,000) - City Manager -Doug Thomas
- Port Chester, New York (pop. 30,000) - Village Manager – Patti Dwyer/Doug Thomas
- Sherwood, Oregon (pop. 20,000) - City Manager – Lynn Barboza
- Spokane, Washington (pop. 220,000) - City Administrator -Ron Holifield

### 2020

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- Argyle, Texas (pop. 4,000) - Town Administrator – Doug Thomas
- Bay City, Texas (pop. 17,000) - City Manager – Mike Tanner
- Bedford, Texas (pop. 49,000) - City Manager – Larry Gilley
- Boerne, Texas (pop. 16,000) - City Manager – Mike Tanner

- Castroville, Texas (pop. 3,000) - City Administrator – Lynn Barboza
- Clinton, Connecticut (pop. 13,500) - Town Manager -Doug Thomas
- Commerce, Texas (pop. 9,000) - City Manager – Larry Gilley
- Covington, Georgia (pop. 14,000) - City Manager – Kurt Hodgen
- DeSoto, Texas (pop. 56,000) - City Manager – Margie Rose
- Duncanville, Texas (pop. 40,000) - City Manager – Margie Rose
- Hutchinson, Kansas (pop. 42,000) - City Manager – Kurt Hodgen
- Hutto, Texas (pop. 30,000) - City Manager – Doug Thomas
- Iola, Kansas (pop. 5,500) - City Administrator – Bill Peterson
- Johns Creek, Georgia (pop. 84,000) - City Manager – Kurt Hodgen
- Joplin, Missouri (pop. 50,000) - City Manager – Kurt Hodgen
- Miami, Oklahoma (pop. 13,500) - City Manager – Larry Gilley
- Mission Hills, Kansas (pop. 3,500) - City Administrator – Lissa Barker
- Nacogdoches, Texas (pop. 33,000) - City Manager – Ron Holifield
- Santa Fe, Texas (pop. 13,000) - City Manager – Lynn Barboza
- Tigard, Oregon (pop. 53,000) - City Manager – Kurt Hodgen
- Westworth Village, Texas (pop. 3,000) - City Administrator – Kurt Hodgen

## 2019

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- Blaine, Minnesota (pop. 65,000) - City Manager – Doug Thomas
- Bullard, Texas (pop. 4,000) - City Manager -Bob Turner
- Campbell County, Wyoming (pop. 46,000) - Commissioners’ Administrative -Director/County Administrator – Doug Thomas
- Canyon, Texas (pop. 15,000) - City Manager – Larry Gilley
- Copperas Cove, Texas (pop. 34,000) - City Manager – Bob Turner
- Killeen, Texas (pop. 145,000) - City Manager -Ron Holifield
- Kingsville, Texas (pop. 26,000) - City Manager – Mike Tanner
- Lamar, Colorado (pop. 7,500) - City Administrator – Larry Gilley
- Lenexa, Kansas (pop. 55,000) - City Manager- Cory Smith
- Mineral Wells, Texas (pop. 15,000) - City Manager – Larry Gilley
- Orange, Texas (pop. 19,000) - City Manager – Bob Turner
- Palm Coast, Florida (pop. 86,000) - City Manager – Doug Thomas
- South Windsor, Connecticut (pop. 26,000) - Town Manager – Doug Thomas
- Springfield, Oregon (pop. 62,000) - City Manager – Ron Holifield
- Terrell, Texas (pop. 17,000) - City Manager – Kurt Hodgen
- Tolland, Connecticut (pop. 15,000) - Town Manager – Doug Thomas
- Vail, Colorado (pop. 5,000) - Town Manager – Doug Thomas
- Venus, Texas (pop. 5,000) - City Administrator – Margie Rose
- Victoria, Texas (pop. 67,000) - City Manager – Mike Tanner
- West Lake Hills, Texas (pop. 3,000) - City Administrator -Mike Tanner

- Anna, Texas (pop. 14,000) - City Manager – Bob Turner
- Bethany, Oklahoma (pop. 19,000) - City Manager – Gary Holland
- Cameron, Missouri (pop. 10,000) - City Manager – Kirk Davis
- Clackamas County, Oregon (pop. 400,000) - County Administrator – Doug Thomas
- Clallam County, Washington (pop. 75,000) - County Administrator – Ron Holifield
- Clark County, Washington (pop. 471,000) - County Manager – Doug Thomas
- Coffeyville, Kansas (9,500) - City Manager – Gary Holland
- Craig, Colorado (pop. 9,000) - City Manager – Larry Gilley
- Erie, Colorado (pop. 26,000) - Town Administrator – Ron Holifield
- Forney, Texas (pop. 19,000) - City Manager – Ron Holifield
- Freeport, Texas (pop. 12,000) - City Manager – Larry Gilley
- Fulshear, Texas (pop. 9,500) - City Manager – Mike Tanner
- Green Cove Springs, Florida (pop. 7,500) - City Manager – Doug Thomas
- Humble, Texas (pop. 15,000) - City Manager – Mike Tanner
- Jacksonville, Texas (pop. 14,000) - City Manager -Bob Tanner
- Jupiter, Florida (pop. 60,000) - Town Manager – Doug Thomas
- Lawton, Oklahoma (pop. 94,000) - City Manager – Gary Holland
- Lebanon, Missouri (pop. 15,000) - City Administrator – Doug Thomas
- Lockhart, Texas (pop. 13,500) - City Manager – Larry Gilley
- Marshall, Texas (pop. 24,000) - City Manager - Larry Gilley
- Murfreesboro, Tennessee (pop. 130,000) - City Manager – Doug Thomas
- Nixa, Missouri (pop. 21,000) - City Administrator – Kirk Davis
- Paducah, Kentucky (pop. 25,000) - City Manager – Doug Thomas
- Pflugerville, Texas (pop. 60,000) - City Manager – Larry Gilley
- Plant City, Florida (pop. 38,000) - City Manager – Doug Thomas
- Riverside, Missouri (pop. 3,000) - City Administrator – Kirk Davis
- Smithville, Missouri (pop. 10,000) - City Administrator – Kirk Davis
- Springfield, Missouri (pop. 167,000) - City Manager – Kirk Davis
- Sunnyvale, Texas (pop. 6,500) - Town Manager – Bob Turner
- West University Place, Texas (pop. 14,000) - City Manager – Mike Tanner
- Wethersfield, Connecticut (pop. 26,000) - Town Manager – Doug Thomas

*Population number is approximate population at the time the recruitment took place.*

## **SGR Executive Recruitment Clients 2013 to Present Include:**

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### **Arizona**

- Avondale
- Chandler
- Mesa
- Wickenburg

### **Arkansas**

- Fort Smith
- Hot Springs

### **California**

- Encinitas

### **Colorado**

- Arvada
- Aurora
- Brighton
- Combined Regional Communications Authority (Fremont County)
- Commerce City
- Craig
- Durango
- Englewood
- Erie
- Fort Collins
- Golden
- Gunnison
- Lamar
- Mountain View Fire Protection District
- Northglenn
- Vail
- Wheat Ridge

### **Connecticut**

- Clinton
- Fairfield
- Hartford
- Manchester
- South Windsor

### **Connecticut, continued**

- Tolland
- Wethersfield

### **Florida**

- Boynton Beach
- Brevard County
- Clermont
- DeLand
- Fernandina Beach
- Fort Lauderdale
- Government Services Group, Inc.
- Green Cove Springs
- Indian River County
- Jupiter
- Lakeland
- Lee County
- Nassau County
- North Port
- Ormond Beach
- Palm Coast
- Plant City
- Port St. Lucie
- River to Sea TPO
- Sarasota County
- Tamarac
- Winter Haven

### **Georgia**

- Albany
- Alpharetta
- Covington
- Johns Creek

### **Indiana**

- Clarksville

**Iowa**

- Ames
- Davenport
- Des Moines Water Works

**Kansas**

- Coffeyville
- Hutchinson
- Iola
- Johnson County
- Johnson County Park & Recreation District
- Lawrence
- Lenexa
- Mission Hills
- Olathe
- Overland Park
- Shawnee
- Topeka
- Wyandotte County/Kansas City, Kansas
- Valley Center

**Kentucky**

- Paducah

**Louisiana**

- Shreveport

**Maryland**

- Cecil County Government

**Michigan**

- Ann Arbor
- Kalamazoo County Consolidated Dispatch Authority
- Lansing
- Midland
- Muskegon Heights

**Minnesota**

- Blaine
- Chanhassen

**Mississippi**

- Hancock County Port and Harbor Commission

**Missouri**

- Ballwin
- Cameron
- Cape Girardeau
- Grandview
- Joplin
- Lebanon
- Monett
- Nixa
- Parkville
- Riverside
- Sikeston
- Smithville
- Springfield
- St. Charles

**Montana**

- Bozeman
- Great Falls

**Nevada**

- Clark County
- Las Vegas
- Washoe County

**New Mexico**

- Farmington
- Four Corners Economic Development Corp.
- Lea County
- Los Lunas

**New York**

- Briarcliff Manor
- Port Chester
- Rye



**North Dakota**

- Mountrail-Williams Electric Cooperative
- Williston

**Ohio**

- Beavercreek
- Franklin County

**Oklahoma**

- Altus
- Bethany
- Broken Arrow
- Chickasha
- Choctaw
- Glenpool
- Lawton
- Miami
- Miami Office of Economic Development
- Oklahoma Municipal League
- Owasso
- Stillwater

**Oregon**

- Clackamas County
- Eugene
- Hermiston
- Klamath Falls
- Lane Regional Air Protection Agency
- Sandy
- Sherwood
- Springfield
- Tigard

**Pennsylvania**

- Kennett Square

**Tennessee**

- Johnson City
- Murfreesboro

**Texas**

- Abilene
- Addison
- Alamo Heights
- Alice
- Allen
- Alvin
- Amarillo
- Angleton
- Anna
- Argyle
- Arlington
- Austin
- Azle
- Bastrop
- Bastrop Economic Development Corp.
- Bay City
- Baytown
- BCFS Health & Human Services
- Bedford
- Bell County
- Bellaire
- Belton
- Boerne
- Breckenridge
- Brenham
- Bridgeport
- Brownsville
- Brushy Creek Regional Utility Authority
- Bullard
- Burkburnett
- Burleson
- Canadian
- Canyon
- Capital Area of Texas Regional Advisory Council (CATRAC)
- Carrollton
- Castroville
- Cedar Park
- Celina

**Texas, continued**

- Citizens for Progress
- City Center Waco
- Clute
- Coleman
- College Station
- Colleyville
- Commerce
- Copperas Cove
- Corpus Christi
- Dallas County
- Dallas County Park Cities M.U.D.
- Del Rio
- Denison
- Denison Area Chamber of Commerce
- Denton
- Denton County Fresh Water Supply District No. 1-A
- Denton County Transportation Authority
- DeSoto
- Dickinson
- Duncanville
- Eagle Pass
- Edinburg
- El Paso
- El Paso MPO
- Elgin
- Ennis
- Euless
- Fairview
- Farmers Branch
- Fate
- Ferris
- Flower Mound
- Forney
- Fort Worth
- Freeport
- Frisco
- Fulshear
- Garland

**Texas, continued**

- Georgetown
- Georgetown Chamber of Commerce
- Gonzales Economic Development Corp.
- Granbury
- Grand Prairie
- Grapevine
- Green Valley Special Utility District
- Gun Barrel City
- Harris County ESD No. 48
- Henderson
- Highland Park
- Humble
- Hutto
- Hutto Community Development Corp.
- HJV Associates
- Irving
- Jacksonville
- Jacksonville Economic Development Corp.
- Joshua
- Katy
- Kaufman
- Kilgore
- Killeen
- Kingsville
- Kyle
- Lago Vista
- Lake Dallas
- Lake Worth
- Lakeway
- Lamesa
- Lancaster
- League City
- Leander
- Levelland
- Levelland Economic Development Corp.
- Liberty Hill
- Lindale
- Little Elm
- Lockhart

**Texas, continued**

- Longview
- Longview Economic Development Corp.
- Lubbock
- Lubbock Power & Light
- Madisonville
- Manor
- Marble Falls
- Marshall
- McKinney
- McKinney Economic Development Corp.
- Memorial Villages Police Department
- Mesquite
- Messer Rockefeller & Fort
- Midland
- Mineral Wells
- Missouri City
- Mont Belvieu
- Montgomery
- Mount Pleasant
- Mount Pleasant Economic Development Corp.
- MPACT CDC
- Nacogdoches
- Nederland
- New Braunfels
- North Central Texas Council of Governments (NCTCOG)
- North Texas Municipal Water District
- North East Texas Regional Mobility Authority
- North Hays County Emergency Services District No. 1
- North Texas Municipal Water District
- North Richland Hills
- North Texas Emergency Communications Center (NTECC)
- Odessa
- Orange
- Palestine

**Texas, continued**

- Paris
- Pearland
- Pflugerville
- Piney Point Village
- Plainview
- Plano
- Port Arthur
- Port Lavaca
- Port Neches
- Portland
- Princeton
- Red Oak
- Reeves County
- Richardson
- Riverbend Water District
- Rockwall Economic Development Corp.
- Round Rock
- Round Rock ISD
- Rowlett
- Royse City Community Development Corporation
- Saginaw
- San Angelo
- San Antonio ISD
- San Marcos
- San Marcos/Hays County EMS
- San Patricio County Economic Development Corp.
- Santa Fe
- Seagoville
- Sealy
- Sherman Economic Development Corp.
- Snyder
- Socorro
- South Grayson Special Utility District
- South Padre Island
- Southlake
- Stephenville
- Sunnyvale

**Texas, continued**

- Sweetwater
- Tarrant County 9-1-1 District
- Taylor
- Temple
- Terrell
- TexAmericas Center
- Texas City
- The Colony
- Trophy Club Municipal Utility District
- Tyler
- Upper Brushy Creek Water Control & Improvement District
- Venus
- Victoria
- Waco
- Waxahachie
- Weatherford
- Webster
- West Lake Hills
- West University Place
- Westworth Village
- Wichita Falls
- Willow Park
- Wills Point
- Wilmer

**Virginia**

- Orange County

**Washington**

- Bainbridge Island
- Bellevue
- Blaine
- Burien
- Des Moines
- Richland
- Shoreline
- Snohomish County Fire District #5
- Snoqualmie
- Spokane
- Spokane Regional Transportation Council
- Spokane Valley
- Whitworth Water District #2

**Wyoming**

- Campbell County
- Casper

# CITY MANAGER

Sherwood, Oregon



City of  
Sherwood  
Oregon

*Home of the Tualatin River National Wildlife Refuge*

EXECUTIVE SEARCH  
PROVIDED BY





*Shore of the Tualatin River National Wildlife Refuge*

SHERWOOD, OREGON

## THE COMMUNITY

If the City of Sherwood, Oregon, sounds like something out of a fairytale, then just wait until you see it in person. This idyllic 4.1 square mile community is located on the southern edge of the Portland metropolitan area. One of the most beloved parts of Sherwood is the Tualatin River National Wildlife Refuge home to nearly 200 species of birds, over 50 species of mammals, 25 species of reptiles and amphibians, and a wide variety of insects, fish, and plants. People can experience wildlife in their natural habitat and enjoy nature the way it's meant to be.

Sherwood offers quaint shopping and dining in Old Town, 67 acres of gorgeous parkland, high-quality schools, and entertaining arts and cultural events. This is one of the fastest-growing cities in Oregon, with a population of almost 20,000. With this growth comes thriving businesses, modern amenities, and a ranking as the state's 30th largest city — all with the small-town charm and friendliness that defines Sherwood.

An affluent bedroom community located in Oregon Wine Country, Sherwood is recognized for its high quality of life, well-regarded schools, and has been consistently ranked as one of the top five safest cities in Oregon.

New industrial park development is currently underway, primarily in the City's Tonquin

Employment Area, which consists of 200 acres of developable land. The Trammell Crow Company is currently developing a large corporate park consisting of 530,000 square feet of new industrial buildings on 47 acres; Phelan Development is developing three new buildings at 235,000 square feet, and Harsch Investment Properties is preparing an application for the development of 900,000 square feet of new multi-tenant industrial buildings on 60 acres in that area. Other major developments include the Cedar Creek Plaza, mixed-use retail, medical, and senior residential space; a Hampton Inn; and a new 362,000 square feet Sherwood High School. The City has begun planning for the development of the 1,300-acre Sherwood West expansion area, which will include large-scale employment options as well as residential and other developments. The community-owned Sherwood Broadband offers businesses and residents a robust all-fiber optic network.

Residents and visitors alike flock to the Sherwood Robin Hood Festival held in July, which is one of the oldest and most unique community events in Oregon. It features medieval activities including an old-fashioned community parade with Maid Marian and her court, Robin Hood and his Merry Men; the International Archery Tournament alongside archers from Nottingham, England; a wonderful Renaissance Village; a traditional Knighting Ceremony; swordplay and fencing; shows; a Castle

## MAJOR EMPLOYERS

Allied Systems Company  
Sherwood School District  
Safeway  
Target  
Providence Medical Group

## THE COMMUNITY *continued*

Building Contest; and more. You can also see shows at the Sherwood Center for the Arts and go on their Summer Art Walk. Other events include the Cruisin' Sherwood Car Show, with hundreds of classic and custom cars, and the Sherwood Wine Festival, celebrating Willamette Valley wines, Oregon-made artisan foods, local vendors, and live music.

Sherwood is located in Washington County (population 620,080) with access to State Highway 99 and I-5. Sherwood has a median income of \$103,512, with an average home value of \$527,500.



## MISSION STATEMENT

*Provide high-quality services for all residents and businesses through strong relationships and innovation in a fiscally responsible manner*

## CORE VALUES

Citizen Engagement  
Community Livability  
Community Partnerships  
Community Pride  
Fiscal Responsibility  
Transparent Government  
Quality Service  
Forward Thinking

## GOVERNANCE AND ORGANIZATION

The City of Sherwood operates under a council-manager form of government. The Council comprises the Mayor and six City Councilors, all elected at-large. City Councilors serve four-year terms with a three consecutive term limit. The Mayor serves a two-year term with no term limit. The City Council has various short- and long-term goals focused on economic development, infrastructure, livability, public safety, fiscal responsibility, citizen engagement, and diversity, equity, inclusion, and accessibility (DEIA).

Sherwood's FY 2020-21 annual budget is \$40.1 million and the ad valorem tax rate is \$3.2975 per \$1,000 of valuation. There is no sales tax in Oregon.

# ABOUT THE POSITION

## CITY OF SHERWOOD'S ADMINISTRATION DEPARTMENT MISSION

*To implement the overall policy goals of City Council, by drawing upon the assets of City staff and by utilizing the resources within the community.*

Appointed by and reporting to the Mayor and City Council, the City Manager is the chief administrative and executive officer of the City, responsible for the day-to-day operations of the organization and its 122-member workforce. Current direct reports include members of the Department Leadership team who oversee: Public Works, Community Services, Community Development, Information Technologies/Sherwood Broadband, Finance, Police, City Recorder, Human Resources, and an Executive Assistant.

Additional primary responsibilities include:

- Research, analyze and provide accurate, timely, and highly responsible policy advice to the Mayor and City Council that aligns with the core values, goals, and priorities established by the Board.
- Lead capital improvement and strategic planning activities; keep the Mayor and Council abreast of project status and consult, as needed, to ensure key initiatives stay on track.
- Plan, direct, and coordinate through Sherwood's leadership team, the work plan for the City; assigning projects and programmatic areas of responsibility to ensure successful completion of City Council goals.
- Establish, within City policy, appropriate service and staffing levels; monitor and evaluate the efficiency and effectiveness of service delivery methods and procedures.
- Oversee the development and administration of the annual City Budget; actively directing the forecasting of funds needed for staffing, technology, and materials; controlling expenditures and keeping the City Council fully informed regarding the economic performance of the City.
- Develop and maintain positive and productive working relationships with local government agencies and other external stakeholders.







## KEY PRIORITIES AND PROJECTS

- **Economic Development** – With its proximity to the Greater Portland Metropolitan area and high quality of life, the City of Sherwood is a sought-after location for prospective developers and residents alike. Single and multi-family homes comprise 79% of Sherwood’s assessed valuation with only approximately 8% of residents working within the City. As a result, the City Council has established Economic Development as its top priority. Sherwood’s new City Manager will be an integral part of ensuring the successful execution of strategies to support new commercial/industrial development and diversification of the City’s tax base.
- **CIP/Infrastructure Planning & Implementation** – The new City Manager will work with the City Council to prioritize infrastructure needs to support Sherwood’s Economic Development goals. High priority projects include pedestrian connectors between Sherwood East and West, expansion of Sherwood Broadband Utility service, evaluation of Urban Growth Boundary Expansion options, and engagement with the Urban Renewal Agency (URA).
- **Citizen Engagement** – Sherwood’s new City Manager will lead efforts to develop and implement a proactive City communications plan to keep residents informed, increase transparency, and promote community engagement. This program should feature the implementation of a new website platform, citizen surveys, and other innovative methods to maximize inclusiveness.
- **Fiscal Stewardship** – The incoming City Manager will be expected to possess strong financial acumen and balance fiscal stewardship with the overall needs of the community, employing strategies that support the City’s ability to continue delivering high-quality municipal services.
- **Operational Efficiency & Continuous Improvement** – Optimizing the use of process improvements and technology to enable Departments to advance best business practices for the benefit of the organization and the residents of Sherwood is a high priority. The next City Manager should be comfortable with exploring innovative approaches to address organizational and community issues and subsequently lead efforts to prioritize projects to ensure successful strategy implementation.
- **Regional Partnerships** – Sherwood’s City Manager will build upon and strengthen existing relationships with community partners (i.e., School District, Washington County, Tualatin Valley Fire & Rescue, YMCA, Chamber of Commerce, etc.) to meet the evolving needs of residents.

## IDEAL CANDIDATE

The successful candidate for this role will have demonstrated success in strategic and visionary planning, innovation, responsiveness, and empowerment of a strong, seasoned, and committed leadership team.

Additional attributes of the ideal candidate include:

- Ability to lead with courage and conviction, exhibit decisiveness, and advance the collective direction of the Council.
- Track record of fostering a culture of learning, mentorship, recognition, accountability, and professional growth.
- A proactive, effective, honest, and transparent communicator.
- Someone who can provide and articulate the City’s vision, be forward-thinking, and anticipate potential issues.
- A leader who values business principles for management and operations while also understanding how to successfully navigate and achieve in a public sector setting.
- Command of project management principles and methodologies.
- Ability to successfully manage change in challenging circumstances.
- A servant leadership mentality with a passion for public service; a genuine and accessible “people person” who will seek out opportunities to engage with members of the Sherwood team and community.



## EDUCATION AND EXPERIENCE

The minimum educational requirement for this position is a bachelor’s degree in a relevant field from an accredited college or university. A master’s degree, ICMA-CM, and/or CPM is highly desirable. The City is seeking candidates with five or more years of experience as a City Manager, Deputy City Manager, Assistant City Manager or senior-level public administrator in a full-service city or comparable organization of similar size and complexity to Sherwood.

## COMPENSATION AND BENEFITS

The target hiring range for this position is \$146,000 to \$185,000, depending on qualifications. Candidates are encouraged to discuss their specific compensation needs with the Recruiter. The City also offers a comprehensive benefit package including medical, dental and vision coverage; enrollment in the Oregon Public Employees Retirement System (with 6% employee contribution); and generous paid leave. Complete benefit details will be provided later in the application process.



## APPLICATION PROCESS

Please apply online: <http://bit.ly/SGROpenRecruitments>

Qualified candidates are invited to include a letter of introduction accompanied with their resume. For more information on this position contact:

**Lynn Barboza, Senior Vice President**  
[LynnBarboza@governmentresource.com](mailto:LynnBarboza@governmentresource.com)  
702-423-2905



The City of Sherwood is an equal opportunity employer dedicated to a policy of non-discrimination. It is the policy of the City of Sherwood to grant hiring and promotion preference to qualified and disabled veterans in accordance with ORS 408.230. Applicants selected as finalists for this position will be subject to a comprehensive background check.

## RESOURCES

**City of Sherwood**  
[sherwoodoregon.gov](http://sherwoodoregon.gov)

**Sherwood Economic Development**  
[sherwoodoregon.gov/economicdevelopment](http://sherwoodoregon.gov/economicdevelopment)

**Sherwood Comprehensive Plan**  
[sherwoodoregon.gov/planning/page/comprehensive-plan-ii](http://sherwoodoregon.gov/planning/page/comprehensive-plan-ii)

**Sherwood Chamber of Commerce**  
[sherwoodchamber.org](http://sherwoodchamber.org)

**Washington County Visitors Association**  
[wcva.org](http://wcva.org)

## SOCIAL MEDIA





# CITY MANAGER

*Tigard, Oregon*

EXECUTIVE SEARCH PROVIDED BY





# THE COMMUNITY

Located in the beautiful Pacific Northwest, Tigard, Oregon with a population of 53,148 is a family-oriented community in Washington County (population 601,592) and part of the Portland, Oregon metropolitan area. Tigard offers a unique mix of qualities that attract a growing number of residents and businesses, blending the amenities of a modern city with the friendliness of a small town. The 12th largest city in Oregon, Tigard boasts more than 16 miles of paved trails and 540 acres of parks, greenways, and open spaces providing nature lovers with a variety of scenic outdoor recreational opportunities to enjoy. Oregon's famed beaches and the Columbia Gorge are all accessible as day trips too. With a diverse economy, strong schools, and community connections, Tigard is one of the most livable cities in Oregon.

The community is situated directly off I-5 and Highway 217, and plans are underway for new light rail connectivity between downtown Portland and Tigard. Learn more about the Southwest Corridor Light Rail Project [here](#).

A key player in the regional economy with a talented and highly skilled workforce, Tigard has developed a strong tax base and a diverse business community. The city's historic and walkable downtown offers unique shopping and dining establishments, transit connections, and access to bike and pedestrian trails. The

City, in partnership with business stakeholders, is transforming downtown with quality of life enhancements including places to live and work, public art, LED street lights, and multiple trails and transit connections that will create a walkable destination for residents and visitors alike.

Community members enjoy an array of annual community events including the Festival of Balloons, Egg Hunt, July 4th Celebration, Movies in the Park, Street Fair, Main Street Trick or Treat, Downtown Holiday Tree Lighting, and Victorian Christmas Celebration. Two Farmers' Markets, open May – October are also destinations for residents and guests throughout the region.

The median household income in Tigard is \$75,795, and the median home value is \$375,100.



# GOVERNMENT AND ORGANIZATION

Tigard operates under the Mayor/Council form of government which utilizes a city manager to act as the administrative head of the government of the city. The City Council is comprised of the Mayor and four City Council members, all elected at-large, and serving four-year terms, with a two-term limit. A non-voting youth Councilor also serves on City Council. The Council appoints a City Manager who serves as the Chief Operating Officer and policy advisor of the organization and who leads, directs, and oversees all City departments, and the financial, budget management, and planning efforts.

The City's 333 employees deliver a comprehensive slate of municipal services to Tigard with an annual budget of \$190 million, and an ad valorem tax rate of \$2.5131 per \$1,000 of assessed value. Financially stable, the City has a bond rating of Aa1/AA+ from Moody's and Standard and Poor's and is regularly awarded the Government Finance Officers Association (GFOA) award for excellence in both budget and audit reporting. Reporting directly to the City Manager are a portion of the department directors, with the responsibility split with the Assistant City Manager, there is also an Executive Assistant, Senior Management Analyst and Management Analyst in City Management, overseen by the Assistant City Manager.

## CHALLENGES AND OPPORTUNITIES

Both Tigard and the nation have been irrevocably changed in the last several months due to the COVID-19 pandemic and the focus to improve racial equality and opportunities for all people. The City has been active in promoting community discussions on institutional racism, and with wide input from residents, is creating a Public Safety Advisory Board and developing an Anti-Racism Action Plan.

In May, voters approved a \$0.29 Police Services Levy to provide additional eight police officers and advanced crisis intervention and conflict de-escalation training for officers.

The City has responded to the local effects of the COVID-19 pandemic in several ways, including the creation of the Commercial Assistance and Relief for Economic Stability (CARES) and Resident Aid Fund of Tigard (RAFT) programs. Tigard CARES leveraged \$300,000 in City funds into more than \$3.2 million in business support through grants, loans, and micro-loans via an unprecedented collaboration with regional Community Development Financial Institutions (CDFI) partners. With an equity lens and a focus on supporting historically disadvantaged firms, Tigard has gathered and disbursed, Federal, State, and County funds to help sustain more than 430 local businesses.

It will be important for the next City Manager to focus on several priorities and initiatives:

- The new City Manager must be highly capable of translating the policy direction of the Council into effective City operations, respect and support Council's role as a policymaker, and help them accomplish their goals.
- The Leadership Team is well experienced and will benefit from a strong leader to help them develop more cohesiveness, clarity, and direction in how they function as a team, align around a common purpose, and be better perceived as implementing and achieving Council goals and objectives.
- Alignment of the updated Strategic Plan, Council Goals and Objectives, and Performance Audit measures, including a focus on anti-racism, equity, and COVID compliance, will be a major focus for the new City Manager.
- It will be important for the next City Manager to work with the Mayor and Council Members to establish clear roles and to maintain an appropriate balance between Council expectations and the staff's capacity to deliver results.
- Several important projects will require the new City Manager's leadership and guidance including implementation of a new enterprise software system (Total Tyler ERP), the potential light rail project, and new police, public works, and public services buildings. Infrastructure planning, funding, and implementation experience will be imperative.

### *Values for City of Tigard Staff:*

*Respect and Care*  
We will treat people well

*Do the Right Thing*  
We will go the extra mile to  
exceed expectations

*Get it Done*  
We will focus on solutions –  
not excuses

# City Council Goals:

Ensure the City's continued financial stability and sustainability while providing mandated services. Seek ways to fund and increase services valued by the community.

Invest and connect key areas of the city to promote economic growth and community vitality.

Ensure Tigard grows and develops in a smart and inclusive manner.

Enhance two-way communication to understand community priorities and involve the community in the decision-making process.

Enhance walkability and pedestrian connectivity.

## IDEAL CANDIDATE

The new City Manager will be working with a very focused, high-energy, City Council with high standards and expectations. The chosen candidate will be a visionary leader, innovative, strategic thinker, and multi-tasker, who is ethical, honest, approachable, and an excellent communicator. The ideal candidate will value diversity in people, opinions, and backgrounds and will be an advocate for social and racial justice and equity.

The Council seeks a demonstrated leader who can unify, inspire, motivate, and encourage staff to achieve great results, pursue excellence as a high-performing organization, and skillfully evaluate talent and performance. The new City Manager will be an advocate for continuous learning and development, set clear expectations and priorities, allow department directors to lead without micromanaging, and hold all staff accountable for delivering exceptional service to the community.

The ideal candidate will be a proactive and transparent leader who can build trust among staff, department heads, and the Mayor and Council, and can enhance teamwork by asking good questions and being a good listener.

The next City Manager should have a strong financial and budgeting background and experience working through financial challenges. It will be important for the chosen candidate to spend time during the first 12 months in the position learning about local issues and creating productive relationships with staff, as well as the local and regional stakeholders involved with important projects including transportation, budget, park funding, COVID recovery, and downtown development.



## EDUCATION AND EXPERIENCE

The successful candidate must have a bachelor's degree in public or business administration, public policy, finance, or a related field. The new City Manager must have seven (7) to ten (10) years of management or administrative experience in a municipal setting including five (5) years of management and supervisory experience, or a combination of government and private experience which would provide the required knowledge, skills, and abilities.

The ideal candidate will have held leadership roles in comparably sized communities or organizations with a comparable budget and personnel oversight, as well as possess the skills and abilities to manage multiple direct reports. Solid experience in working directly with and reporting to elected officials or a board of directors is essential.

Familiarity with Oregon-specific laws related to land use, purchasing, labor relations, ethics, and public meetings along with experience in data analytics, performance measurements, and Lean Six Sigma is a plus.

Any combination of education and experience that would provide the knowledge, skills, and abilities needed for the position will be considered.



## COMPENSATION AND BENEFITS

The compensation for this position is \$150,228 - \$201,192 annually commensurate with qualifications and experience. Benefits include excellent health and dental plans with employee monthly contributions ranging from \$75 to \$225. Other benefits include life, and long-term disability insurance, a voluntary employee benefits account (VEBA), vehicle and cell phone allowances, a generous leave package, and an employee wellness program.

The City's offers a 401A retirement plan with an 11% employer contribution, and a 457(b) deferred compensation plan with a City match of 3%.







## APPLICATION PROCESS

Please apply online at <http://bit.ly/SGROpenRecruitments>

For more information on this position contact:  
**Kurt Hodgen**  
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SGR  
[Kurt.Hodgen@GovernmentResource.com](mailto:Kurt.Hodgen@GovernmentResource.com)  
540-830-0531



This position is open until filled.

The City of Tigard is an Equal Opportunity Employer and values diverse perspectives, backgrounds, and life experiences.

We are committed to building a workforce of diverse voices to impact decision making, drive growth, and better serve our community.

Applicants selected as finalists for this position will be subject to a comprehensive background check.

*Applicants who wish to request Veteran's Preference will need to submit a DD214 form with their resumes.*

*Diverse candidates are encouraged to apply.*

## RESOURCES

City of Tigard, Oregon  
[tigard-or.gov](http://tigard-or.gov)

## FOLLOW CITY OF TIGARD

