



S. RENÉE NARLOCH
& ASSOCIATES
PROFESSIONAL EXECUTIVE RECRUITMENT

A PROPOSAL TO CONDUCT
EXECUTIVE RECRUITMENT SERVICES
FOR
TOWN MANAGER
ON BEHALF OF THE
TOWN OF JUPITER, FL

S. RENÉE NARLOCH, PRESIDENT
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March 2, 2017

Town Clerk
Town of Jupiter
210 Military Trail
Jupiter, FL 33458

Dear Sir/Madam:

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

With respect to this recruitment for the Town of Jupiter, you should know:

- ❖ S. Renée Narloch & Associates has extensive experience conducting quality searches that result in the placement of candidates ideally suited to clients' needs. S. Renée Narloch & Associates is incorporated in the State of Florida and is a small, woman-owned business. For many years, Ms. Narloch, President, has served as the Senior Vice President of Recruitment for a nationwide public sector consulting firm, responsible for recruitments in 40 states. Her career in public sector recruitment spans over 25 years, during which time she has participated in hundreds of public sector searches nationwide.
- ❖ S. Renée Narloch & Associates is currently conducting recruitments on behalf of the [City of Coral Springs, FL](#) (City Manager); [City of Dunedin, FL](#) (City Manager); [City of Boca Raton, FL](#) (Building Official); [Portsmouth Redevelopment and Housing Authority \(PRHA\), VA](#) (President/CEO); [Housing Authority of the City of Tulsa, OK](#) (President/CEO); [Housing Authority of the City of Austin, TX](#) (VP/CFO); [Alexandria Redevelopment and Housing Authority, VA](#) (CEO); and we are under contract with the [City of El Paso Housing Authority, TX](#) and several other clients on an as-needed basis.
- ❖ Ms. S. Renée Narloch, President, has extensive experience conducting public sector executive recruitments throughout the nation, including more than 400 searches for clients such as [Town of Jupiter, FL](#) (Town Manager); [Palm Beach County, FL](#) (County Manager); [Alachua County, FL](#) (County Manager); [Pasco County, FL](#) (County Manager); [Lee County, FL](#) (County Manager; County Attorney); [Town of Addison, TX](#) (City Manager); [Wake County, NC](#) (County Manager); [Franklin County, OH](#) (County Administrator; Director of Animal Care & Control; Director of Job and Family Services); [Sedgwick County, KS](#) (County Manager); [City of Fort Lauderdale, FL](#) (City Manager; City Attorney; Building Official); [City of Miami Beach, FL](#) (City Manager in 2002 and



2013); *City of Ocala, FL* (City Manager); *City of Dallas, TX* (City Manager; Assistant Director of Water Utilities; Assistant Director of Transportation Operations); *City of Rye, NY* (City Manager); *City of Topeka, KS* (City Manager); *Town of Palm Beach, FL* (Town Manager); and many others.. Ms. Narloch will conduct the recruitment for the Town Manager for the Town of Jupiter. A sample of her past clients is included in our proposal (Clients, Page 7).

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

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

Sincerely,

S. Renée Narloch, President

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ABOUT US

OUR UNDERSTANDING OF THE REQUESTED SERVICES

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

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

PRIMARY CONTACT

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

S. Renée Narloch, President
2910 Kerry Forest Pkwy D4-242
Tallahassee, FL 32309
P: 850.391.0000 | F: 850.391.0002
Email: reneen@srnsearch.com | Website: www.srnsearch.com

OUR FIRM HISTORY AND EXPERIENCE

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

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

Ms. S. Renée Narloch, President, has extensive experience conducting public sector executive recruitments throughout the nation, including more than 400 searches for clients such as [Town of Jupiter, FL](#) (Town Manager); [Palm Beach County, FL](#) (County Manager); [Alachua County, FL](#) (County Manager); [Pasco County, FL](#) (County Manager); [Lee County, FL](#) (County Manager; County Attorney); [Town of Addison, TX](#) (City Manager); [Wake County, NC](#) (County Manager); [Franklin County, OH](#) (County Administrator; Director of Animal Care & Control; Director of Job and Family Services); [Sedgwick County, KS](#) (County Manager); [City of Fort Lauderdale, FL](#) (City Manager; City

Attorney; Building Official); *City of Miami Beach, FL* (City Manager in 2002 and 2013); *City of Ocala, FL* (City Manager); *City of Dallas, TX* (City Manager; Assistant Director of Water Utilities; Assistant Director of Transportation Operations); *City of Rye, NY* (City Manager); *City of Topeka, KS* (City Manager); *Town of Palm Beach, FL* (Town Manager); and many others. Ms. Narloch will conduct the recruitment for the Town Manager for the Town of Jupiter. A sample of her past clients is included in our proposal (Clients, Page 7). She will be assisted by other senior staff members, as outlined in this proposal (The Team, Page 6).

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

SMALL BUSINESS/MINORITY BUSINESS

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

STATEMENT OF PROFESSIONAL STANDARDS

S. Renée Narloch & Associates believes in sound and ethical business practices. We understand that confidence and respect are imperative to our success. Our services to clients and candidates involve relationships which depend on good faith efforts. We conduct business forthrightly with no intentional misrepresentations which could mislead clients or candidates. We refrain from using any sourcing techniques that involve deception or falsehood and do not engage in activities which violate antitrust laws. Communication between us, our clients, and candidates are impartial and accurate, and we make a concerted effort to see that the position, our clients, and candidates are represented honestly and factually. We honor the confidentiality of proprietary information received from clients and candidates and will disclose any knowledge of potential conflicts of interest to client agencies and candidates.

LITIGATION

S. Renée Narloch & Associates and its employees have not been a party defendant in prior or pending litigation, whether civil or criminal that involved or involves a governmental agency or is related to their business.

SIMILAR PROJECTS

S. Renée Narloch & Associates' recruiters have substantial experience recruiting for several major cities/counties. Specific City Manager/County Manager recruitments in the State of Florida conducted by Ms. Narloch within the last five years include: City of Coral Springs, FL (current search); City of Dunedin, FL (current search); Palm Beach County, FL (2014); Alachua County, FL (2013); Pasco County, FL (2013); Lee County, FL (2013); and City of Miami Beach, FL (2012).

OUR RECRUITMENT PROCESS

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

DEVELOPING THE CANDIDATE PROFILE

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

ADVERTISING CAMPAIGN AND RECRUITMENT BROCHURE

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

RECRUITING CANDIDATES

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

SCREENING CANDIDATES

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

PRELIMINARY INTERVIEWS

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

PUBLIC RECORDS SEARCH

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

RECOMMENDATIONS

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

FINAL INTERVIEWS

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

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

BACKGROUND CHECKS/DETAILED REFERENCE CHECKS

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

NEGOTIATIONS

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

COMPLETE ADMINISTRATIVE ASSISTANCE

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

THE TEAM

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

S. RENÉE NARLOCH, PRESIDENT

Ms. Narloch is the President of S. Renée Narloch & Associates and the Director of our offices located in Tallahassee, Florida, and Georgetown (Austin), Texas. She is recognized as one of the nation's leading recruiters. She has more than 25 years of experience conducting public sector recruitments and has participated in more than 400 searches nationwide. Prior to forming S. Renée Narloch & Associates, Ms. Narloch spent 10 years as the Senior Vice President of a public sector executive search firm with responsibilities for clients in 40 states from Texas northward to the East Coast. She also previously served as a Senior Recruiter with DMG and MAXIMUS with sole responsibility for the firm's executive search practice in the Southeastern, Mid-Atlantic, and Mid-Western states. Ms. Narloch received her Bachelor of Science degree in Information Studies, summa cum laude, from Florida State University, Tallahassee, Florida.

ELLIOTT S. PERVINICH, SENIOR CONSULTANT

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

LIANA VELEZ THOMPSON, CONSULTANT

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

CLIENTS/REFERENCES

CLIENTS

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

City of Fort Lauderdale, FL
City Manager; City Attorney; Building Official
Palm Beach County, FL
County Administrator
Pasco County, FL
County Manager
Lee County, FL
County Manager; County Attorney
Alachua County, FL
County Manager
Wake County, NC
County Manager
Franklin County, OH
County Administrator; Animal Care & Control
Services Director; Director of Job & Family
Services
Town of Addison, TX
City Manager
Sedgwick County, KS
County Manager; Health Department
Director; Director of Human Resources
City of Miami Beach, FL
City Manager
City of Dallas, TX
City Manager; Assistant Director of
Transportation Operations; Assistant Director
of Water Utilities; Managing Director of
Environmental Quality; Assistant Director of
Street Services (Maintenance)
City of Topeka, KS
City Manager
City of Rye, NY
City Manager
Broward County, FL
Assistant Director of Economic & Small
Business Development; County Attorney; Port
Everglades Chief Executive/Port Director; Port
Everglades Director of Business Development
Sumter County, FL
Public Works Director; Fire Chief;
Development Services Director; Assistant
Public Works Director Engineer; Staff Engineer
San Antonio Housing Authority (SAHA), TX
Development Services & Neighborhood
Revitalization Officer and Director of Human
Resources & Employee Development; Director
of Community Development Initiatives;
Director of Information Technology; Chief
Operations Officer

SOS Children's Villages - Florida
Chief Executive Officer
New Orleans Redevelopment Authority, LA
Executive Director
City of Oak Creek, WI
City Administrator
Houston Housing Authority, Houston, TX
President/CEO
City of Durham, NC
Director of Technology Solutions
Rochester-Genesee Regional Transportation
Authority (RGRTA), NY
Chief Executive Officer (CEO)
City of Arlington, TX
Deputy City Manager; Parks & Recreation
Director
Florida Public Transportation Association
(FPTA)
Executive Director
Early Learning Coalition of Broward County
Chief Executive Officer
Housing Authority of the City of Austin, TX
President/CEO
El Paso Water Utilities-Public Service Board,
TX
President/CEO
Louisiana Housing Corporation, LA
Executive Director
Children's Board of Hillsborough County
Executive Director
Housing Authority of the City of Brownsville TX
Chief Executive Officer
City of Tallahassee, FL
Consolidated Dispatch Intergovernmental
Agency Director; Human Resources Manager;
Fire Chief; and Director of Airport
Hillsborough County, FL
Director of Head Start
City of Quincy, FL
Finance Director
Fort Worth Housing Authority, TX
President/CEO
Metropolitan Washington Airports
Authority
Vice President for Public Safety
City of Virginia Beach, VA
Deputy City Manager; Assistant Human
Services Director

REFERENCES

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

CLIENT: City of Fort Lauderdale, FL
REFERENCE: Ms. Averill Dorsett, Director Human Resources
100 N. Andrews Avenue, Fort Lauderdale, FL 33301
(954) 828-5307; adorsett@fortlauderdale.gov
POSITIONS: City Manager/2011; Director Sustainable Development/2016

CLIENT: Wake County (Raleigh), NC
REFERENCE: Ms. Angela Crawford, Human Resources Director
336 Fayetteville Street, Suite 300, Raleigh, NC 27602
(919) 856-6104; Angela.Crawford@wakegov.com
POSITION: County Manager/2013

CLIENT: Palm Beach County, FL
REFERENCE: Mr. Wayne Condry, Human Resources Director
101 Australian Avenue, Suite 300, West Palm Beach, FL 33406
(561) 616-6888; wcondry@pbcgov.org
POSITION: County Administrator/2015

CLIENT: Franklin County, OH
REFERENCE: Mr. Robert J. Young, Director of Human Resources
373 S. High Street, 25th floor, Columbus, OH 43215
(614) 525-6008; rjyoung@franklincountyohio.gov
POSITIONS: County Administrator/2015; Director of Animal Care & Control/2015;
Director of Job and Family Services/2015

CLIENT: Town of Addison, TX
REFERENCE: Mayor Todd Meier
5300 Belt Line Road, Dallas, TX 75254
(972) 978-9126; tmeier@addisontx.gov
POSITION: City Manager/2015

COST PROPOSAL

PROFESSIONAL FEE AND EXPENSES

The professional fee for conducting this recruitment on behalf of the Town of Jupiter is \$15,450 plus actual expenses. Services covered by the fee consist of all steps outlined in this proposal, including three (3) days of meetings on site. Expenses are estimated to not exceed \$5,900 and include items such as the cost of consultant travel, clerical support, placement of ads, newspaper searches, education verification, as well as credit, criminal, and civil checks. In addition, postage, photocopying, and telephone charges are included and will be allocated. Expenses related to the use of audio/video conferencing equipment for interviews, and candidates' travel for interviews, are the responsibility of the Town of Jupiter.

CANDIDATE TRAVEL

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

PAYMENT

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

GUARANTEE

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

SCHEDULE

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

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