



Proposal

FEBRUARY 3, 2025

RFP

## **Recruitment Services for Town of Holden Beach Town Manager**

**Town of Holden Beach, North Carolina**

**Submitted by:**

MICHELE MORAWSKI  
CLIENT SERVICES MANAGER

790 FRONTAGE ROAD  
SUITE 213  
NORTHFIELD, IL 60093

224.415.3791  
MMORAWSKI@MGT.US

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City of Austin, TX  
Assistant Director, Public Works Engineering and  
Project Delivery; Assistant Director, Public Works  
Operations  
Housing Authority of the City of Austin, TX  
Vice President/Chief Financial Officer;  
President/CEO  
City of Dallas, TX  
Assistant Director of Transportation Operations;  
Assistant Director of Water Utilities; City Manager;  
City Attorney; Managing Director of Environmental  
Quality; Assistant Director of Street Services  
(Maintenance)  
Fort Worth Housing Authority, TX  
President/CEO  
El Paso Water Utilities-Public Service Board, TX  
President/CEO

Housing Authority of the City of Brownsville, TX  
Chief Executive Officer  
Opportunity Home San Antonio (formerly San  
Antonio Housing Authority), TX  
Chief Operating Officer; Chief Real Estate Officer;  
President and CEO; Director of Human Resources;  
Director of Federal Housing Programs; Director of  
Communications & Public Affairs  
Housing Authority of the City of Laredo (LHA), TX  
Executive Director  
Pinellas County Sheriff's Officer  
Human Resources Director  
City of Cape Coral, FL  
Public Works Director; City Attorney

## REFERENCES

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

CLIENT: Town of Lake Lure, NC  
REFERENCE: Mayor Carol Pritchett  
(832) 627-5121; cackypritchett@gmail.com  
POSITIONS: Town Manager; Project Manager

CLIENT: City of Safety Harbor, FL  
REFERENCE: Mr. Carlos Diaz, City Commissioner  
(727) 724-1555; cdiaz@cityofsafetyharbor.com  
POSITION: City Manager

CLIENT: York County, SC  
REFERENCE: Council Chairwoman Christi Cox  
(803) 630-9526; Christi.cox@yorkcountygov.com  
POSITION: County Manager

CLIENT: Town of Landis, NC  
REFERENCE: Ms. Madison Stegall, Town Clerk  
704-857-2411 ext. 204, mstegall@townoflandisnc.gov  
POSITION: Town Manager

# COST PROPOSAL

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## PROFESSIONAL FEE AND EXPENSES

The professional fee for conducting this recruitment on behalf of the Town of Holden Beach is \$21,500 plus actual expenses. Services covered by the fee consist of all steps outlined in this proposal, including up to three (3) onsite/video meetings. Expenses are estimated not to exceed \$4,500 and include items such as the cost of consultant travel, clerical support, placement of ads, newspaper searches, education verification, as well as credit, criminal, and civil checks. In addition, postage, photocopying, and telephone charges are included and will be allocated. Expenses related to the use of audio/video conferencing equipment by the Town for interviews and candidates' travel for interviews are the responsibility of the Town of Holden Beach.

## 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 on 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 Holden Beach monthly for professional fees and expenses for services incurred as of the date of the invoice. We expect payment of the invoice within 30 days of receipt by the 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.



# Cover Letter

February 3, 2025

Heather Finnell, Town Clerk  
Town of Holden Beach  
110 Rothschild Street,  
Holden Beach, NC 28462



## RE: PROPOSAL FOR RECRUITMENT SERVICES FOR THE TOWN OF HOLDEN BEACH'S TOWN MANAGER

Dear Ms. Finnell:

Thank you for the opportunity to provide you with a proposal for the Town Manager's recruitment and selection process for the Town of Holden Beach (Town). Our experience in executive-level recruitment will enable an efficient search for Holden Beach's next Town Manager, focusing on finding a leader who understands the challenges and opportunities unique to coastal communities. Our proven process includes developing an accurate and inclusive candidate profile, ensuring that only the most qualified individuals are considered. We provide a tailored, personal approach to executive recruitment and selection and can adapt to your specific requirements for the position.

MGT Impact Solutions LLC (MGT) is a nationally respected leader in public sector management consulting and technology services with a long track record in support of state, local, and education clients. MGT takes the next step in offering integrated solutions that can accelerate our most important goal: dramatically improving lives by *advancing and lifting up the communities we serve*.

Our consultants have worked in all areas of local government leadership including city/county management, human resources, public safety, finance, public works, parks and recreation, and utilities. This combined hands-on knowledge and experience has made MGT a proven leader in public-sector consulting.

### MGT CONTACT INFORMATION

<b>MGT HEADQUARTERS</b>	<b>MGT Impact Solutions, LLC</b> 4320 West Kennedy Boulevard   Tampa, Florida 33609 P: 813.327.4717   www.mgt.us FEIN: 81-0890071
<b>PROPOSAL CONTACT</b>	<b>Michele Morawski, Client Services Manager</b> 790 Frontage Road, Suite 213   Northfield, IL 60093 224.415.3791   mmorawski@mgt.us

Thank you for the opportunity to submit a proposal to the Town of Holden Beach. Should you have questions on any aspect of this proposal, please contact **Michele Morawski** at **224.415.3791** or **mmorawski@mgt.us**.

Regards,

Patrick J. Dyer, Vice President. *Authorized to bind the firm.*







# Firm Profile

## *Impacting communities for good.*

MGT brings **50 years** of experience driving positive social change and performance in education, government, nonprofits, and critical infrastructure/private industries through **assisting clients to strengthen their foundation, change systematically, and enable resiliencies for long-lasting change**. Since inception, MGT has significantly grown in size and capacity – working with state and local governments and education partners. Today, we bring a team of over **900 professionals** who offer in-depth market knowledge and understanding so we can hit the ground running.

MGT is a privately held, employee-owned and financially stable limited liability company with a deep roster of staff and a commitment to serving the public. Our clients care about addressing the world’s most-pressing problems, and so do we. Their “why” is our why.

**What sets us apart** is our ability to customize and offer individualized support but also the resources of a larger infrastructure to enable flexibility in impacting to-scale. Throughout our history, MGT has successfully delivered more than **30,000 projects** through a thoughtful balance of balancing the “immediate” needs while changing systems to plan for future resilience and success.

### Our Commitment

MGT embraces the most complex challenges on the leadership agenda, with deep commitment, agility, and local expertise to make a measurable and profound impact. Simply stated, **We are impacting communities for good.**

## MGT | FIRST LOOK

**Name:** MGT Impact Solutions, LLC (MGT)

**Locations:** Headquarters in Tampa, FL; branch offices nationwide.

**Cooperative Contracts:**

ASC 20-7359, 24-7484

OMNIA LS4612

TIPS 220601, 220802, 230105

TX Share 2024-019

**Structure:** Privately held, employee-owned, client-driven Limited Liability Company.

**Lines of Business:** Strategy and Implementation, Performance and Operations, IT Infrastructure, and Cyber Security and Resilience for public sector and commercial companies.

**MGT**  
 Magister Expertise | Gratia Service | Talentum Talent

- + 50 years
- + 900 consultants
- + 30,000 projects

## A Social Impact Commitment

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### DEFINED BY **IMPACT**

MGT is committed to finding a candidate who not only meets the professional requirements but also understands and embraces the Town of Holden Beach's unique community values. We will prioritize *equity, inclusion, and integrity* throughout the recruitment process, ensuring that the selected candidate is well-equipped to serve the residents of Holden Beach while contributing positively to the Town's future development.

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## MGT's Expertise

Our firm includes more than **900 professionals**, structured into the following primary groups, along with various internal infrastructure groups to support our operations and growth.



### Strategy & Implementation

Working alongside an organization's C-suite, we help leaders co-create strategy through organizational reviews and data analytics to create actionable roadmaps for success.



### IT Infrastructure & Digital

We provide engineering expertise to modernize IT infrastructure and ensure your technology implementation is properly designed, integrated, modernized, and maintained.



### Cyber Security & Resilience

From real-time, 24/7 monitoring to proactive threat detection and rapid incident response, we can give you the tools to heighten your network's security posture and keep it there.



### Performance & Operations

Bridging the gap between strategy and enduring change, we support efficient revenue allocation, promote economic development, and create fairness in hiring and contracting systems.



## Our MGT Vision

To achieve our mission of being the social impact and performance leader in our industry, we are continuously improving to earn the privilege of being selected as our clients' partner of choice in the mission-critical domains we impact. By elevating education systems, managing and securing critical networks, solving complex human capital and fiscal problems, and advancing equity as a performance imperative, we can impact communities, for good through client partnership.

We deliver these solutions through our "three-point stance" of technology, education, and performance offerings. With our long-term vision of creating profound social impact through client performance, we seek out the "best of the best" to join us in our work supporting clients' top priorities.

## Markets we serve:

- Higher Education
- Prek-12
- Government
- Nonprofits
- Commercial Industries

### PEOPLE



We believe in the power of connecting people and ideas which solve mission-critical, complex challenges to foster a trusted connection with our clients...for life.

### PURPOSE



We are led by a transformative movement, fueled by people, innovation, and solutions designed to provide enduring opportunities for prosperity and well-being.

### PERFORMANCE





We partner with clients to advance learning outcomes, reduce operational costs, recover revenue, improve workflows, and provide resilient and hardened technology networks and infrastructure.



# MGT's Differentiator: Full Suite of Services

## Cyber & Network Solutions

Our Cyber Security and Network Security Solutions team offers a deep technical engineering bench of seasoned, certified experts, working in the "security trenches" in complex IT environments. For the Managed Detection and Response (MDR) solution, our Security Operations Center (SOC) doesn't sleep so our clients can. Our flagship, best-in-class managed firewall services are unparalleled. We detect, respond, and recover from cyber incidents proactively and harden our clients' security posture.

-  **100 in-house certified engineers**
-  **24x7 NOC and SOC**

## Human Capital Solutions

Our experts are former local government and school leaders who understand the challenges facing today's public sector organizations. We offer consulting, recruiting, and staffing solutions that include a full suite of human resources and management studies; executive recruitment services; and interim, managed, and outsourced staffing options. Our experts can assess your organizational culture, permanent and temporary staffing needs, and evaluate your systems and structures, all to maximize efficiency and effectiveness.

-  **1,725+ interim employees placed**
-  **1,500+ executive recruitments**
-  **500+ consulting studies**
- In 48 states!**



## Education Solutions

We create recommendations for our educational clients that are reliable, actionable, and based on proven research and a thorough understanding of each district or system's program needs and long-term goals. Our team is led by former state education commissioners, district superintendents, school board members, principals, and teachers. Our partnerships have allowed clients to reinvest hundreds of millions of dollars back into the classroom.

-  **50 million students served**
-  **38 state DOEs as clients**

## Financial Solutions

Public agencies face increasing pressure to improve effectiveness and efficiency, while operating in a transparent and sustainable manner. We partner with government organizations, school districts, higher education institutions, and not-for-profits to help them achieve long-term success.

-  **50+ years of trusted relationships**
-  **Proprietary software**

## Diversity, Equity, & Inclusion (DEI) Solutions

We help public sector clients address issues and challenges related to policies and practices which adversely impact DEI. We are one of the largest providers of disparity studies and other DEI solutions designed to increase equitable and inclusive organizational outcomes.

-  **225 disparity studies**
-  **DEI assessments & training**
-  **Equity Audits**

## Public Affairs Solutions

Our team of former nationwide leaders in policy development and education leadership partner with our clients to provide business advisory and public opinion architecture solutions which lift up and evolve education ecosystems and impacts public policy programs.

-  **Global clientele**
-  **Staff are former policy makers**



# Our Team

*The success of a consulting engagement is founded on the qualifications of the project team and the way in which it is structured and managed.*

MGT employs a team of professionals with backgrounds in local government and the not-for-profit sector. With the Town’s staffing needs in mind and due to the significance of this recruitment, we have assigned our highly knowledgeable and experienced consultants. Depending on availability at the time a contract is awarded either Lane Bailey or Rick Ginex will be assigned to this project. They will act as your project manager and primary point of contact for this project. All project managers are supported by our Vice President, Human Capital Solutions, as well as a recruitment coordinator and reference specialist. Depending on availability at the time a contract is awarded, MGT reserves the right to assign another project manager to ensure the recruitment is completed within an appropriate time frame. Staff biographies are attached as **Appendix A**.

## Consultants



**LANE BAILEY**  
Senior Consultant  
847-380-3240  
LBailey@mgt.us



**RICK GINEX**  
MGT Approved  
Independent Executive  
Recruiter  
630-235-2526  
RGinex@mgt.us

## Proposal Inquiries



**CHARLENE STEVENS**  
Vice President –  
Human Capital  
Solutions  
847.380.3240 x124  
CStevens@mgt.us



**MICHELE MORAWSKI**  
Client Services  
Manager  
224.415.3791  
MMorawski@mgt.us



# Project Approach & Methodology

## Project Understanding

MGT will lead a comprehensive recruitment effort to identify and hire the next Town Manager for the Town of Holden Beach. This search will be conducted in collaboration with the Town's Board of Commissioners and key stakeholders to ensure alignment with the community's needs and expectations. Our approach will involve a thorough assessment of the Town's goals, objectives, and desired future direction, as well as a strategic advertising and outreach campaign to attract highly qualified candidates.

We will provide expert guidance throughout the process, from developing the candidate profile to screening and recommending finalists. We will ensure that the selected candidate possesses the leadership qualities and expertise required to manage the Town's operations effectively and uphold its values.

### GOALS

- To identify and recruit a highly qualified Town Manager who aligns with the Town of Holden Beach's values and future goals.
- To provide a transparent and efficient recruitment process that includes a diverse candidate pool and meets the Town's specific needs.
- To offer expert assistance in candidate screening, including comprehensive background checks and interviews, ensuring a high standard of integrity and professionalism in the final selection.
- To support the onboarding process to ensure a smooth transition for the new Town Manager.

## Proposed Work Plan

*A detailed plan specifically designed for you.*

A typical recruitment and selection process takes approximately 175 hours to conduct. At least 50 hours of this time is administrative, including advertisement placement, reference interviews, and due diligence on candidates. We believe our experience and ability to professionally administer your recruitment will provide you with a diverse pool of highly qualified candidates for your position search. Our clients are informed of the progress of their recruitment throughout the entire process. We are always available by mobile phone or email should you have a question or need information about the recruitment.

### PHASE 1

#### POSITION ASSESSMENT, POSITION ANNOUNCEMENT, & BROCHURE

##### Activities

MGT treats each executive recruitment as a transparent partnership with our client. We believe in engaging with stakeholders early in each recruitment process to fully understand the

## PROJECT APPROACH & METHODOLOGY

challenges and opportunities inherent in the position. Understanding the organizational culture is critical to successful recruitment. We gain this insight and information through meetings (one-on-one and in small groups), surveys, and a review of relevant information. This information is reflected in a polished marketing piece that showcases the organization and the area it serves.

### INFORMATION GATHERING

- One-on-one or group interviews with stakeholders identified by the Town.
- Community forums (in-person or via video) can be used to gather input and feedback.
- Surveys can be used for department personnel and/or the community to gather feedback.
- Conversations/interviews with department heads.

A combination of the items listed above can be used to fully understand community and organizational needs and expectations for the position (this proposal includes 12 hours of meetings – additional meetings can be added for a fee of \$195/hour plus actual expenses if incurred). One organizational survey is included. A Community Survey can be conducted for \$2,500. Community Forums are conducted as an optional service.

Development of a **POSITION ANNOUNCEMENT** to be placed on websites and social media.

Development of a thorough **RECRUITMENT BROCHURE** for the Town's review and approval.

Agreement on a detailed **RECRUITMENT TIMETABLE** – a typical recruitment takes between 90 to 120 days from the time you sign the contract to the appointment of the finalist candidate.

## PHASE 2 ADVERTISING, CANDIDATE RECRUITMENT, & OUTREACH

### Activities

We make extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. Our website is well known in the local government industry – we typically have 17,000+ visits monthly to our website and career center. Additionally, our weekly jobs listings are sent to over 8,000 subscribers.

Phase 2 will include the following:

- MGT consultants will personally identify and contact potential candidates.
- Develop a database of potential candidates from across the country unique to the position and to the Town, focusing on:
  - Leadership and management skills.
  - Size of organization.
  - Experience in addressing challenges and opportunities also outlined in Phase 1.
  - The database will range from several hundred to thousands of names. An email campaign will be sent to each potential candidate.
- Placement of the Position Announcement:
  - Public sector online Career Centers.



## PROJECT APPROACH & METHODOLOGY

- **Social media:** LinkedIn (posted on MGT Executives LinkedIn news feeds to reach over 50,000 connections), Facebook, and Instagram.
- MGT will provide the Town with a list of advertising options for approval.

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### PHASE 3 CANDIDATE EVALUATION & SCREENING

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#### Activities

Phase 3 will include the following steps:

- Review and evaluation of candidates' credentials with consideration to the criteria outlined in the Recruitment Brochure.
- Candidates will be narrowed down to those that meet the qualification criteria.
- Candidate evaluation process:
  - Completion of a questionnaire explaining prior work experience.
  - Live Video Interview (45 minutes to 1 hour) conducted by consultant with each finalist candidate.
  - References provided by the candidate are contacted.
  - Internet/Social Media search conducted on each finalist candidate.

All resumes will be acknowledged and inquiries from candidates will be personally handled by MGT, ensuring the Town's process is professional and well regarded by all who participate.

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### PHASE 4 PRESENTATION OF RECOMMENDED CANDIDATES

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#### Activities

Phase 4 will include the following steps:

- MGT will prepare a Recruitment Report presenting the credentials of those candidates most qualified for the position.
- MGT will provide an electronic recruitment portfolio which contains the candidates' materials along with a "mini" resume for each candidate so that credentials are presented in a uniform way.
- The Town will receive a log of all applicants and may review resumes if requested.
- Report will arrive in advance of the Recruitment Report Presentation.

MGT will meet with the Town to review the recruitment report and provide additional information on the candidates.

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### PHASE 5 INTERVIEWING PROCESS & BACKGROUND SCREENING

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#### Activities

Phase 5 will include MGT completing the following steps:

- Develop the first and second-round interview questions for the Town's review and comment.

## PROJECT APPROACH & METHODOLOGY

- Coordinate candidate travel and accommodations.
- Provide the Town with an electronic file that includes:
  - Candidates' credentials.
  - Set of questions with room for interviewers to make notes.
  - Evaluation sheets to assist interviewers in assessing the candidate's skills and abilities.

Background screening will be conducted along with additional references contacted:

### MGT BACKGROUND SCREENING

- |  |   |
|--|---|
| ✓ Social Security Trace & Verification   | ✓ County/Statewide Criminal   |
| ✓ US Federal Criminal Search   | ✓ Civil Search  |
| ✓ Enhanced Verified National Criminal  | ✓ Bankruptcy, Liens, and Judgements   |
| – National Sex Offender Registry   | ✓ Motor Vehicle Record  |
| – Most Wanted Lists: Federal Bureau of Investigation (FBI), Drug Enforcement Agency (DEA), Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), Interpol | ✓ Education Verification – All Degrees Earned   |
| – Office of Foreign Assets Control (OFAC) Terrorist Database Search  | <b>Optional:</b> Credit Report – Transunion with score (based on position and state laws) |
| – Office of the Inspector General (OIG), General Services Administration (GSA), System for Award Management (SAM), Food and Drug Administration (FDA)          | <b>Optional:</b>  |
| – All felonies and misdemeanors reported to the National Database  | – Professional License Verification   |
|  | – Drug Screen   |
|  | – Employment Verification   |

MGT will work with you to develop an interview schedule for the candidates and coordinate travel and accommodations. MGT consultants will be present for all the interviews, serving as a resource and facilitator.

MGT will coordinate a 2-Step Interview process. The first-round interviews will include four to five candidates. The second-round interviews will include two or three candidates. MGT will supply interview questions and an evaluation form.

In addition to a structured interview, the schedule can incorporate:

- Tour of the Town's facilities.
- Interviews with senior staff.

## PHASE 6 APPOINTMENT OF CANDIDATE

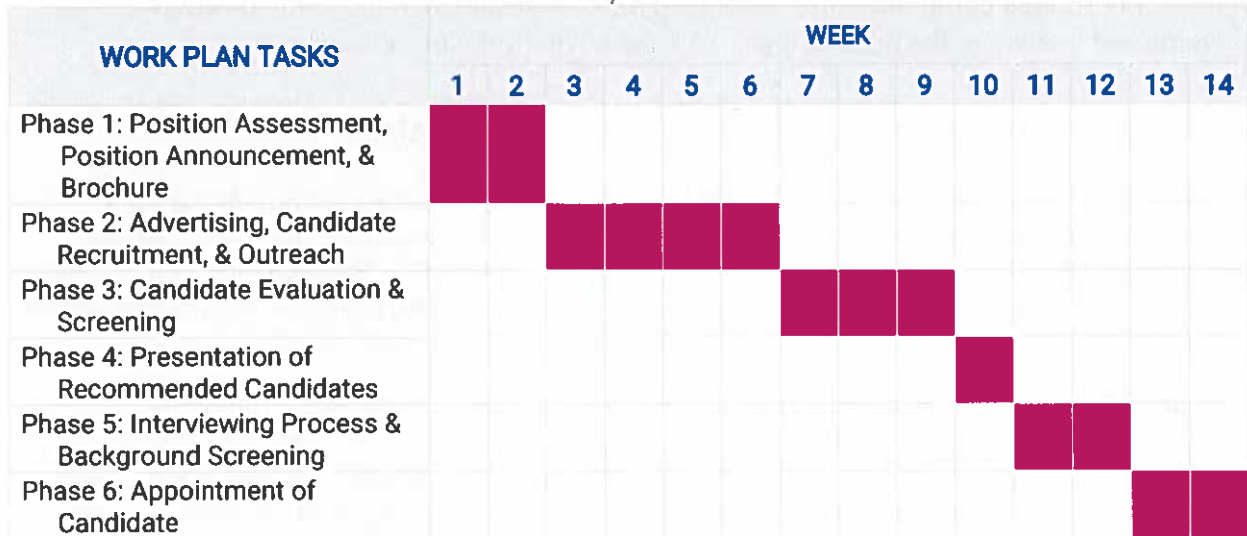
### Activities

MGT will assist you as much as requested with the salary and benefit negotiations and drafting of an employment agreement, if appropriate. MGT will notify all applicants of the final appointment, providing professional background information on the successful candidate.

## Project Timeline

Based on our experience in conducting similar projects, we anticipate the proposed project can be completed within 14 weeks of project initiation as illustrated in Exhibit 1.

Exhibit 1. Proposed Schedule



## Commitment to Diversity, Equity, & Inclusion in Recruitment

MGT is a leader in diversity, equity, and inclusion (DEI) consulting services, strategic planning, and organization transformation. MGT’s experience working in diverse communities across the United States and with organizations seeking to change organizational culture is critical to the success of all our projects. We have a track record of building awareness, solutions, and direction for systemic change by generating transformative ideas and solutions, information, and practices into operational strategies, which helps us stand out in all our projects.

MGT is also one of the country's original and premier disparity research firms. Disparity studies were the first instance of bringing principles of diversity, equity, and inclusion into the public sector through the procurement process. Since 1990, **MGT has conducted more than 230 public sector disparity studies**. These studies are designed to improve procurement departments, promote and advance equity, and improve economic outcomes for diverse communities that have been historically marginalized by analyzing policies, practices, and programs to increase the utilization of minority- and women-owned businesses. Clients who have conducted a disparity study are uniquely positioned to increase and improve systematic equity through procurement and contracting, which can ultimately promote economic empowerment by creating strong business and employment pipelines in communities of color.

MGT also has a long-standing commitment to DEI. Since the firm’s inception, they have supported, with their time and financial resources, organizations that advance underrepresented populations in local government. These include the National Forum for Black Public Administrators, the Local Government Hispanic Network, The League of Women in Government, and CivicPride. Our Team Members have moderated and spoken on DEI topics at the International City and County Management Association conference and state conferences. Our employees and consultants have undergone Implicit Bias Training, and we are frequent

## PROJECT APPROACH & METHODOLOGY

speakers on incorporating equity and inclusion into all levels of local government. Additionally, we provide a list of DEI resources on the homepage of the website at [mgt.us](http://mgt.us).

MGT has formally partnered with the National Forum for Black Public Administrators' consulting arm, i4x, and in several recruitment and selection processes throughout the country, including Toledo, OH; Fort Collins, CO; Ann Arbor, MI; Oakland, MI; and Arlington, TX. Our partnership reflects our mutual commitment to advancing DEI values and increasing the diversity of local government leaders at the highest levels of local government organizations.

### **MGT's Recommendations to RECRUIT and Retain Top Talent**

**RESPONSIVE: ROLL OUT THE WELCOME MAT!** Candidates may struggle with relocating for a new position as well as being concerned about the "fit" with a new team. It is important to include costs for your top candidate(s) to travel to your location for the final interview process. Our team will work with you to create a welcoming, informative experience for both you and the candidate(s).

**ENCOURAGING:** Employee development is a must-have in today's market. Candidates appreciate their employer investing in them as much as they are investing themselves in the job. Consider "up and coming" candidates who may lack one or two preferred skills and assign a mentor or invest in a course to encourage their professional development. A mentor/training program will also help establish a peer-to-peer connection and make them feel more comfortable about the transition to a new job.

**COMPETITIVE:** Our team will guide you in offering a competitive market rate compensation and competitive benefits package attractive to today's candidates. Competitive employers must include relocation expenses and should consider signing bonuses and temporary housing.

**RESOURCEFUL:** Review your job description – do you need public sector experience? Are the years' experience you list essential, or can that be preferred? Consider a more resourceful approach when reviewing candidates' experience. Carefully assess requirements such as Certified Public Accountant (CPA), Professional Engineer, and others that will limit your talent pool – consider using the word "ideally" or "preferably."

**UNDERSTANDING:** These past few years have, without a doubt, changed the work environment. Competitive employers have recognized this and are offering flexible/hybrid/remote work options. Those positions that offer this type of flexibility consistently receive a better candidate response rate.

**INNOVATIVE:** Think about what is unique and attractive about your community and organization and highlight that in your recruitment efforts. Talk about organizational culture and what your values are with respect to your employees. MGT will assist you in being as innovative as possible in your outreach.

**TRANSPARENT:** Some states now mandate listing salary ranges in any job advertisements or postings. More and more companies are showing at least a salary range in their postings to promote pay transparency and equity. Post the salary range you will use for hiring – it is public information. If we make it too difficult for candidates to find out the salary, they will move on to the next opportunity.





# Experience

MGT has been providing Executive Search Services for 15 years. MGT works with cities, counties, special districts, and other governmental entities of all sizes throughout the country. Our firm offers full-service executive recruitment and selection services customized to meet the City's individual needs.

Through our firm's experience with hundreds of placements, the MGT team provides a growing pool of highly qualified candidates who are well-suited to handle the challenges and expectations of professional positions in local government and the not-for-profit sector. MGT has extensive experience in public sector recruitment, having completed over **1,500 recruitments** in the past decade. Our consultants bring expertise and experience in local government. Many of our consultants have served the local government profession in leadership roles at the state and national levels.

**A relevant client list is attached in Appendix B.**

# References

## *A leader in local government recruitment and selection.*

More than one-third of the organizations served by MGT have contracted for multiple projects; we feel repeat business is the greatest testament to our commitment to customer service and client satisfaction. We encourage you to contact any of our references to learn of our professionalism, ability to meet timelines, and the expertise of our staff.

### **TOWN OF AYDEN, NORTH CAROLINA**

Steve Tripp, Mayor (former)  
4144 West Avenue | Ayden, NC 28513  
(252) 814-0317 | trippsteve1021@gmail.com

MGT provided recruitment and selection services for the Town Manager in 2023.

### **CITY OF ALBEMARLE, NORTH CAROLINA**

Ronnie Michael, Mayor  
144 North Second Street | Albemarle, NC 28001  
(704) 984-3991 | grmichael@albemarlenc.gov

MGT provided recruitment and selection services for the City Manager in 2023.

### **CITY OF MILFORD, DELAWARE**

Jamesha Williams, Human Resources Director  
201 South Walnut Street | Milford, DE 19963  
(302) 422-6616 | jeaddy@milford-de.gov

MGT provided recruitment and selection services for the following:

- City Manager, 2024 (in progress)
- Chief of Police, 2023

## Why Choose MGT?

- ✓ ***Unparalleled Expertise and Level of Service.*** With executive recruitment experience in 44 states, and in communities ranging in population from 1,000 to 3,000,000, we are a leader in the field of local government recruitment and selection. More than 40% of our clients are repeat clients, and 94% of surveys show our overall performance rating as ***Outstanding*** – indicating a plan to use our services and/or highly recommend us in the future.
- ✓ ***Delivering the Best.*** We conduct comprehensive **due diligence** on candidates. Our state-of-the-art process includes extensive use of social media for candidate outreach and video interviews with potential finalist candidates, ensuring successful recruitment for the Town. We will provide important information to potential candidates by developing a high-quality, thorough Recruitment Brochure reflecting the knowledge we will have about your community and your organization. Before we recommend a candidate to you, **we ask probing questions** that will verify their expertise during video interviews, reference calls, and news and social media searches.
- ✓ ***A Partner from Start to Finish.*** We are your partners in this important process. We welcome you to review all the resumes we receive, and we will share our honest assessment of the candidates. Our goal is your **complete satisfaction**. We can strategize with you on a variety of approaches for meeting your recruiting needs, including evaluation of internal candidates, identification of non-traditional candidates who meet your recruitment requirements, succession planning, and mentoring options. We are committed to working with you to find the candidate who is the best fit for your position.
- ✓ ***Services for Any Budget and Any Search.*** We strive to meet the specific needs of our clients by offering several options for recruitment services to meet your budget. Our services range from Full Executive Recruitments to Virtual Recruitments and even simply Professional Outreach for those who want to reach a broader network. In the following proposal, we have provided the scope we believe **best fits your needs**.

### Success Stories

"We were very impressed by how efficient they worked, their methodology, their insight, and their professionalism.

I would highly recommend MGT and hope to do business with them again for our next study."





# Cost Proposal

*Defined by Impact. Driven by People.  
Dedicated to the Community.*

We take pride in customizing our client’s needs – and we will work with you to ensure our fees are aligned with your expectations and budget.

## Full Scope Recruitment

Summary of Costs	Price
<b>Recruitment Fee</b>	\$21,500
<b>Recruitment Expenses (not to exceed)</b> Expenses include candidate due diligence efforts	\$1,500
<b>Advertising</b> <i>*Advertising costs over \$2,000 will be placed only with client approval. If less than \$2,000, Client is only billed for actual cost.</i>	\$2,000*
<b>TOTAL:</b>	<b>\$25,000**</b>

*\*\*Consultant travel expenses are not included in the price proposal. If the consultant is requested to travel to the client, travel costs will be estimated at time of request. Only actual expenses will be billed to the Town for reimbursement.*

Possible in-person meetings could include:

- Recruitment brochure interview process
- Presentation of recommended candidates
- Interview Process

Any additional consultant visits requested by the Town (beyond the three visits listed above) will be billed at \$195/hour. The additional visits may also result in an increase in the travel expenses billed.

\*This fee does not include travel and accommodation for candidates interviewed.

## Payment for Fees & Services

- **1<sup>st</sup> Invoice:** Contract Award (40% of the Recruitment Fee).
- **2<sup>nd</sup> Invoice:** Presentation of Candidates (40% of the Recruitment Fee & expenses incurred to date).
- **Final Invoice:** Completion of Recruitment (20% of the Recruitment Fee plus all remaining expenses).

Payment of invoices is due within 30 days of receipt.

## **Our Guarantee – Full Scope Recruitment**

MGT is committed to assisting our clients in the selection and appointment of a suitable candidate. In today's competitive hiring market, it is critical to move expeditiously to interview candidates and make key hiring decisions; failure to do so may result in the loss of desirable candidates. If the client has not responded to multiple requests for decisions and/or guidance within six weeks of candidates being presented for interview or following finalist interviews, MGT may choose to cancel the contract and bill the client for work completed to date.

It is MGT's goal to provide the client with well-qualified candidates for their hiring needs. If the client rejects the list of qualified candidates and/or fails to negotiate in good faith and come to terms for hiring a candidate and instead chooses to readvertise the opportunity, MGT reserves the right to charge additional consulting fees commensurate with the additional work requested.

Upon appointment of a candidate, MGT provides the following guarantee: should the selected and appointed candidate, at the request of the Town or the employee's own determination, leave the employ of the Town within the first 12 months of appointment, we will, if desired, conduct one additional recruitment for the cost of expenses and announcements. Reimbursable expenses may be incurred should the recruitment process require the consultant to travel to the Town. To engage in this guarantee, the request must be made within six months of the employee's departure.





# Optional Services

## *The Nation's Recruitment Leader.*

Having a solid plan in place is the only way to reach your long-term vision and goals, and we want to see you thrive. Our variety of services can be personalized to make the most of your strengths and give you an extra layer of support where you need it. We offer the following additional service offerings:

### **GOVTEMPSUSA**

Need an Interim? GovTempsUSA, a division of MGT, specializes in the temporary placement of positions in local government. The firm offers short-term assignments in addition to long-term and outsourced arrangements. Our placement professionals at GovTempsUSA have typically enjoyed distinguished careers in local government and displayed a commitment to public service throughout their careers.

### **RECORDED ONE-WAY VIDEO INTERVIEW OF CANDIDATES**

Candidates we recommend for your consideration can complete a one-way video interview with three to five questions that will be recorded and which you can review electronically at your convenience. This can occur prior to making your decision on which candidates to invite for an interview at a cost of \$100 per candidate.

### **LEADERSHIP/PERSONALITY TESTING**

MGT has experience working with a wide variety of leadership and personality assessment tools, depending on the qualities and experiences the Town is seeking in their candidates. These include but are not limited to Luminaspark, Caliper, DISC, and others. Depending on the evaluation type, selected fees can range between \$100 to \$500 per candidate.

### **360° EVALUATION**

As a service to the Town, we offer the option of providing you with a proposal for a 360° performance evaluation for the appointed position at six months into their employment. This evaluation will include seeking feedback from both elected officials and department directors, along with any other stakeholder the Town feels would be relevant and beneficial. This input will be obtained on a confidential basis with comments known only to the consultant. If you are interested in this option, MGT will prepare a proposal for this service.



# Appendix A. Consultant Biographies

Biographies of our proposed consultants are provided on the following pages.



**W. Lane Bailey**  
Senior Consultant

W. Lane Bailey boasts over three decades of extensive experience in local government leadership and management. With a Master of Public Administration and a Bachelor of Science in Political, Lane has served as both City and County Manager, demonstrating his prowess in Management, Emergency Management, Community Engagement, Policy Analysis, and Transportation Planning. Lane's passion for public service is evident in his dedication to community impact and his commitment to mentoring the next generation of local government leaders.

Throughout his career, Lane has been recognized for his outstanding contributions to public administration, earning accolades such as the NC Society of Certified Managers Public Manager of the Year and the Centralina Council of Governments James D. Prosser Excellence in Government Leadership Award. As an ICMA Credentialed Manager since 2002 and a recipient of the John Whitehurst Service Award, Lane is highly regarded in his field and has built strong relationships across the United States. A staunch advocate for customer service in local government, Lane has presented on its importance both nationally and internationally, showcasing his commitment to excellence and innovation in public service.

**Areas of Expertise**

- Local Government Management
- Emergency Management
- Community Engagement
- Policy Analysis
- Transportation Planning
- Leadership Development
- Relationship Building
- Customer Service Excellence

**Education**

- M.P.A., Appalachian State University
- B.S., Political Science, Appalachian State University

**Awards & Recognition**

- NC Society of Certified Managers Public Manager of the Year, 2009
- James D. Prosser Excellence in Government Leadership Award, Centralina Council of Governments, 2018
- John Whitehurst Service Award, 2020

**Memberships & Affiliations**

- ICMA Southeast Regional Vice President
- North Carolina City County Management Association (NCCCMA), Member and Past President
- ICMA Credentialed Manager – Since 2002
- American Leadership Academy Graduate
- Adjunct Professor at Appalachian State University

**Professional Experience**

- MGT Impact Solutions, LLC, Senior Consultant, 2022-Present
- City of Salisbury, City Manager, 2015-2021
- City of Lenoir, City Manager, 2004-2015
- City of King, City Manager, 2000-2004
- Polk County, County Manager, 1993-2000; Assistant County Manager, 1992-1993
- Gaston County, Budget Analyst, 1989-1992





**Riccardo F. Ginex**  
**MGT Approved Independent**  
**Executive Recruiter**

With over 44 years of municipal experience, Riccardo (Rick) F. Ginex brings a wealth of expertise to his role at MGT. Specializing in Senior Level Management recruitments, he has successfully filled key positions such as Village Manager, Police Chief, Public Works Director, Human Resource Director, and Community Development Director for several Illinois clients. His profound knowledge of Municipal Government and Public Safety serves as a valuable asset to the clients he supports.

During his tenure as Village Manager in Oak Brook, IL, spanning seven years, Rick oversaw numerous multi-million-dollar developments, including Rush Medical’s suburban facility, Hyatt House Hotel, Restoration Hardware development, Lifetime Fitness development, and Senior Lifestyle’s 200-unit development. His strong negotiation skills were evident in dealings with collective bargaining units, resulting in successful federal grievance arbitration awards. Similarly, his nine-year term as Village Manager in Brookfield was marked by securing over \$12 million in Federal Funding for infrastructure improvements, implementing TIF Districts, securing bonds for critical infrastructure projects, and boosting revenue through Non-Home Rule Sales Tax.

**Areas of Expertise**

- Municipal Management
- Senior Level Management Recruitment
- Infrastructure Development
- Collective Bargaining and Negotiation
- Law Enforcement Leadership
- Community Development
- Professional Education and Credentials

**Education**

- M.S., Management, National Louis University, 1992
- B.A., Criminal Justice, Lewis University, 1973-1977
- ICMA Credentialed Manager
- FBI National Academy, 176th Session
- School of Police Staff and Command, 28th Class, Northwestern Traffic Institute
- Advanced Achievement Leadership, Bell Leadership Program, Raleigh, NC

**Memberships & Affiliations**

- International City Manager’s Association
- Illinois City Manager’s Association
- Life Member International Association of Chiefs of Police
- Illinois Public Employer Labor Relations Association
- FBI National Academy Associates
- Northwestern Traffic Institute Alumni
- Suburban Law Enforcement Academy Advisory Council
- Former Board Member, DuPage Convention & Visitor’s Bureau
- Former Chairman, Intergovernmental Committee West Central Municipal Conference

**Professional Experience**

- MGT Impact Solutions, LLC, Approved Independent Executive Recruiter, 2021-Present
- Village of Oak Brook, Village Manager, 2014-2021
- Village of Brookfield, Village Manager, 2005-2014
- Village of Downers Grove, Village Manager, 2001-2005; Police Chief, 1977-2001





# Appendix B. Client List

A list of the clients we have had the pleasure of partnering with that complements the Town's recruitment request is provided on the following pages.



### City Management Client List 2021 to Present

State	Client	Position Title	Year	Population
Alaska	Homer	City Manager (Professional Outreach)	2024	5,300
Arizona	Buckeye	City Manager	2021	69,744
	Kingman	City Manager	2023	34,669
California	Antioch	City Manager	2024	115,264
Colorado	Dacono	City Manager	2024	6,494
	Loveland	City Manager	2024	82,460
Connecticut	Bloomfield	Town Manager	2024	21,301
	Enfield	Town Manager	2022	45,246
	Granby	Town Manager	2023	11,375
	Manchester	General Manager	2021	59,710
	Simsbury	Town Manager	2023	25,517
Florida	Apopka	City Administrator	2024	55,496
	Deerfield Beach	Assistant City Manager	2022	80,000
	Gainesville	Assistant City Manager	2021	133,997
	Miami Beach	City Manager	2024	88,000
	Ponce Inlet	Town Manager	2022	3,411
Georgia	Albany	City Manager	2021	77,434
Illinois	Crest Hill	City Administrator	2021	21,169
	Evanston	Deputy City Manager (2)	2024	75,000
	Forsyth	Village Administrator	2021	3,490
	Fox Lake	Village Administrator	2021	10,550
	Galesburg	City Manager	2022	33,706
	Galesburg	City Manager	2023	33,706
	Greenville	City Manager	2021	7,000
	Hanover Park	Deputy Village Manager	2024	38,510
	Homewood	Assistant Village Manager (Virtual)	2021	19,464
	Kenilworth	Village Manager	2024	2,562
	La Grange	Village Manager	2022	15,610
	Lake Barrington	Village Administrator	2022	4,879
	Lake Bluff	Assistant to the Village Administrator	2023	5,698
	Lake Forest	Assistant City Manager (Professional Outreach)	2022	19,375
	Lake Villa	Assistant to the Village Administrator	2023	8,774
	Lisle Township	Township Administrator (Virtual)	2024	119,040
	Long Grove	Village Manager	2023	8,153
	Maryville	Village Administrator	2024	8,316
	McHenry	City Administrator	2023	27,135
	Morton Grove	Village Administrator	2024	23,500
	Niles	Village Manager	2021	30,001
	North Chicago	Chief of Staff	2021	30,020
	Northbrook	Village Manager	2021	35,000
	Northfield	Village Manager	2023	5,400

	Oak Brook	Village Manager	2021	8,058
	Oak Park	Village Manager	2021	52,000
	Oak Park Township	Township Manager	2023	51,774
	Palos Heights	City Administrator (Virtual)	2021	12,480
	Peoria	Assistant City Manager	2021	115,234
	Pingree Grove	Village Manager	2023	10,000
	Plainfield	Village Administrator	2021	41,734
	River Forest	Village Administrator	2021	11,635
	Rock Island	City Manager	2021	39,684
	Schaumburg Township	Township Administrator (Virtual)	2021	140,000
	Sycamore	City Manager (Professional Outreach)	2021	18,557
	Vernon Hills	Village Manager	2021	25,911
	Villa Park	Assistant Village Manager (Virtual)	2021	22,038
	Villa Park	Village Manager	2022	22,038
	Washington	City Administrator	2021	15,700
	Wauconda	Village Administrator	2021	14,125
	West Chicago	Assistant City Administrator	2022	27,221
	West Dundee	Assistant Village Manager/Administrative Services Director (Virtual)	2024	8,000
<b>Iowa</b>	Ames	Assistant City Manager (Limited)	2023	66,498
	Indianola	City Manager	2022	15,833
	Knoxville	City Manager	2021	7,300
	Marion	Deputy City Manager	2022	30,000
	Marshalltown	City Administrator	2024	27,338
	Windsor Heights	City Administrator	2023	4,860
<b>Kentucky</b>	Paducah	City Manager	2021	24,850
	Paris	City Manager	2021	9,846
<b>Maine</b>	Bangor	City Manager	2021	33,039
<b>Maryland</b>	Takoma Park	City Manager	2023	17,629
	Westminster	City Administrator	2021	18,522
<b>Massachusetts</b>	Brookline	Assistant Town Administrator - Finance (Virtual)	2022	58,732
	Wayland	Town Manager	2022	13,882
	Williamstown	Town Manager	2021	8,400
<b>Michigan</b>	Berkley	City Manager	2024	14,970
	Clawson	City Manager	2021	11,946
	Rochester	City Manager	2022	13,017
	St. Clair Shores	Assistant City Manager (Professional Outreach)	2021	59,984
	Troy	City Manager	2024	83,181
<b>Minnesota</b>	Becker	City Administrator	2021	4,874
	Blaine	Director of Administrative Services	2024	67,939
	Buffalo	Assistant City Administrator	2021	15,855
	Edina	Assistant City Manager (Limited)	2023	53,318
	Fairmont	City Administrator	2024	10,477
	Golden Valley	City Manager	2024	22,715
	Hibbing	City Administrator	2021	15,855
	Lindström	City Administrator	2023	4,888
	Minnetonka	City Manager	2022	53,953

	Scandia	City Administrator	2023	4,149
	St. Joseph	City Administrator	2022	7,342
	St. Louis Park	City Manager	2021	48,662
	Waconia	City Administrator	2021	13,500
Missouri	Jackson	City Administrator	2024	15,702
	Ozark	City Administrator	2024	21,284
	Warrensburg	City Manager	2021	20,200
Nebraska	Nebraska City	City Administrator	2022	7,200
Nevada	Boulder City	City Manager	2021	16,207
New York	Long Beach	Deputy City Manager (Virtual)	2022	33,275
	Mamaroneck (Town)	Town Administrator	2021	29,156
	New Rochelle	City Manager	2022	79,067
	Scarsdale	Village Manager	2021	17,837
North Carolina	Albemarle	City Manager	2024	16,404
	Ayden	Town Manager	2023	5,000
	Fayetteville	Assistant City Manager	2022	210,000
North Dakota	Minot	Assistant City Manager	2023	45,700
Pennsylvania	Ferguson Township	Township Manager	2022	18,300
	Patton Township	Township Manager	2022	15,801
Tennessee	Oak Ridge	City Manager	2023	31,402
Texas	Austin	Assistant City Manager	2021	885,000
	Missouri City	City Manager	2022	74,139
Vermont	Winooski	City Manager	2022	7,997
Virginia	Hampton	Assistant City Manager	2024	137,436
	Newport News	City Manager	2023	181,958
Washington	Burien	City Manager	2022	52,066
	Duvall	City Administrator (Professional Outreach)	2021	8,090
	Yakima	Assistant City Manager	2021	97,000
West Virginia	Bridgeport	City Manager	2021	8,582
Wisconsin	Beaver Dam	City Administrator	2021	16,291
	Harrison	Village Manager	2021	13,185
	Port Washington	Assistant City Administrator/Human Resources Director	2022	11,250
	Sheboygan	City Administrator	2023	48,327
	Waukesha	City Administrator	2023	71,158
	Whitewater	City Manager	2022	14,300

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**MGT**

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A PROPOSAL TO CONDUCT  
EXECUTIVE RECRUITMENT SERVICES  
FOR

## TOWN MANAGER

ON BEHALF OF THE  
TOWN OF HOLDEN BEACH, NC

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

[www.srnsearch.com](http://www.srnsearch.com)



January 27, 2025

Mayor J. Alan Holden and  
Members of the Board of Commissioners  
c/o Ms. Heather Finnell, Town Clerk  
Town of Holden Beach  
110 Rothschild Street  
Holden Beach, NC 28462

Dear Mayor Holden and Commissioners:

We appreciate the opportunity to provide the Town of Holden Beach with a proposal to conduct a search for the position of 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 Holden Beach, 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 Florida and is a small, woman-owned business. For many years, Ms. Narloch, President, served as the Senior Vice President of Recruitment for a national public sector consulting firm, responsible for recruitments in 40+ states. Her career in public sector recruitment spans over 25 years, during which time she has participated in hundreds of public sector searches nationwide.
- S. Renée Narloch & Associates is currently conducting recruitments on behalf of Seminole County, FL (Utilities Director; Building Official); Franklin County, OH (Appraisal Director); City of Sugar Land, TX (Controller); Opportunity Home San Antonio, TX (President & Chief Executive Officer), and the City of West Palm Beach, FL (Traffic Engineer).
- Ms. S. Renée Narloch, President, has extensive experience conducting public sector executive recruitments throughout the nation, including more than 400 searches for clients such as the Town of Lake Lure, NC (Town Manager; Project Manager); Town of Landis, NC (Town Manager); Person County, NC (County Manager); Wake County, NC (County Manager); York County, SC (County Manager); Town of Addison, TX (City Manager); City of Charlottesville, VA (City Manager); City of Rye, NY (City Manager); City of Topeka, KS (City Manager; Administrative and Financial Services Director); City of Washington, IL (City Administrator); City of Oak Creek, WI (City Administrator); City of St. Pete Beach, FL (City Manager; Assistant City Manager; Building Official); City of Safety Harbor, FL (City Manager); City of Coral Springs, FL (City Manager; Deputy City Manager (2 positions); Director of Economic Development; Director of Financial Services); City of Dunedin, FL (City Manager; City Clerk; Director of Community Development; Director of



S. RENÉE NARLOCH  
& ASSOCIATES  
PROFESSIONAL EXECUTIVE RECRUITMENT

Communications; Director of Finance); City of Fort Lauderdale, FL (City Manager; Assistant City Manager; Building Official; City Attorney; Director of Sustainable Development; Deputy Director of Human Resources); City of Dania Beach, FL (City Manager); City of Miami Beach, FL (City Manager); City of Tallahassee, FL (City Manager; Human Resources Director; Director of Airport; Fire Chief; Assistant General Manager - Underground Utilities & Public Infrastructure (Engineering Division)); City of Thomasville, GA (City Manager; Assistant City Manager; City Engineer); and many others. Ms. Narloch will conduct the recruitment for the Town Manager for the Town of Holden Beach. A sample of 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

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## OUR UNDERSTANDING OF THE REQUESTED SERVICES

S. Renée Narloch & Associates is highly qualified to assist the Town of Holden Beach 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. We 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 Holden Beach. Her contact information is as follows:

S. Renée Narloch, President  
2910 Kerry Forest Pkwy D4-242  
Tallahassee, FL 32309  
P: 850.391.0000  
Email: [reeneen@srnsearch.com](mailto:reeneen@srnsearch.com)  
Website: [www.srnsearch.com](http://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 Holden Beach that the highest caliber of service will be provided throughout the recruitment process.

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

S. Renée Narloch & Associates is currently conducting recruitments on behalf of Seminole County, FL (Utilities Director; Building Official); Franklin County, OH (Appraisal Director); City of Sugar Land, TX (Controller); Opportunity Home San Antonio, TX (President & Chief Executive Officer), and the City of West Palm Beach, FL (Traffic Engineer).

Ms. S. Renée Narloch, President, has extensive experience conducting public sector executive recruitments throughout the nation, including more than 400 searches for clients such as the Town of

Lake Lure, NC (Town Manager; Project Manager); Town of Landis, NC (Town Manager); Person County, NC (County Manager); Wake County, NC (County Manager); York County, SC (County Manager); Town of Addison, TX (City Manager); City of Charlottesville, VA (City Manager); City of Rye, NY (City Manager); City of Topeka, KS (City Manager; Administrative and Financial Services Director); City of Washington, IL (City Administrator); City of Oak Creek, WI (City Administrator); City of St. Pete Beach, FL (City Manager; Assistant City Manager; Building Official); City of Safety Harbor, FL (City Manager); City of Coral Springs, FL (City Manager; Deputy City Manager (2 positions); Director of Economic Development; Director of Financial Services); City of Dunedin, FL (City Manager; City Clerk; Director of Community Development; Director of Communications; Director of Finance); City of Fort Lauderdale, FL (City Manager; Assistant City Manager; Building Official; City Attorney; Director of Sustainable Development; Deputy Director of Human Resources); City of Dania Beach, FL (City Manager); City of Miami Beach, FL (City Manager); City of Tallahassee, FL (City Manager; Human Resources Director; Director of Airport; Fire Chief; Assistant General Manager - Underground Utilities & Public Infrastructure (Engineering Division)); City of Thomasville, GA (City Manager; Assistant City Manager; City Engineer); and many others. Ms. Narloch will conduct the recruitment for the Town Manager for the Town of Holden Beach. She will be assisted by other senior staff members, as outlined in this proposal (The Team, Page 6). A sample of past clients is included in our proposal (Clients, Page 7).

We maintain a database of potential candidates, and our vast network of contacts and resources will be invaluable in identifying outstanding candidates, including those who may not be currently looking for opportunities. Our experience, combined with our proven recruitment process, expansive network of contacts, and knowledge of outstanding candidates, will ensure the Town of Holden Beach 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 that depend on good faith efforts. We conduct business forthrightly with no intentional misrepresentations, which could mislead clients or candidates. We refrain from using any sourcing techniques that involve deception or falsehood and do not engage in activities that violate antitrust laws. Communication between us, our clients, and candidates is impartial and accurate. We make a concerted effort to see that the position, our clients, and candidates are represented honestly and factually. We honor the confidentiality of proprietary information received from clients and candidates and will disclose any knowledge of potential conflicts of interest to client agencies and candidates.

## OUR RECRUITMENT PROCESS

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S. Renée Narloch & Associates' unique, client-driven approach to executive search will ensure that the Town of Holden Beach 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 of a successful search. We will work directly with the Board of Commissioners 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 Holden Beach. 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 organizational issues, and other factors relevant to this position. The profile that we develop together at this stage will guide our recruitment efforts.

### ADVERTISING CAMPAIGN AND RECRUITMENT BROCHURE

After gaining an understanding of the Town's needs, we will design an effective advertising campaign that is appropriate for the recruitment. We will focus on professional organizations that are specifically suited to the Town Manager search, such as the North Carolina League of Municipalities, utilizing advertising 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 Holden Beach.

### 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 report on each candidate that focuses on the results of our interviews and public record searches, to include detailed information pertaining to the candidates' professional experiences and accomplishments, strengths and potential gaps, and background information. We will make specific recommendations, but the final selection of those to be considered will be up to you.

## ◆ FINAL INTERVIEWS

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

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

## ❖ BACKGROUND CHECKS/DETAILED REFERENCE CHECKS

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

## ❖ NEGOTIATIONS

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

## ❖ COMPLETE ADMINISTRATIVE ASSISTANCE

Throughout the recruitment, we will provide the 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

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

### S. RENÉE NARLOCH, PRESIDENT

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

### ELLIOTT S. PERVINICH, VICE PRESIDENT

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

### LIANA VELEZ THOMPSON, SENIOR CONSULTANT

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

## CLIENTS/REFERENCES

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### 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.

Town of Lake Lure, NC  
Town Manager; Project Manager

Town of Landis, NC  
Town Manager

Wake County, NC  
County Manager

Person County, NC  
County Manager

York County, SC  
County Manager

City of Dania Beach, FL  
City Manager

City of Miami Beach, FL  
City Manager

Town of Addison, TX  
City Manager

City of Charlottesville, VA  
City Manager

City of Rye, NY  
City Manager

City of Topeka, KS  
City Manager; Administrative and Financial Director

City of Washington, IL  
City Administrator

City of Oak Creek, WI  
City Administrator

City of Coral Springs, FL  
City Manager; Director of Economic Development;  
Deputy City Manager (2 positions); Director of  
Finance; Police Chief

City of St. Pete Beach, FL  
City Manager; Building Official

City of Safety Harbor, FL  
City Manager

City of Dunedin, FL  
Community Development Director; Communications  
Director; City Manager; Finance Director; City Clerk

City of Fort Lauderdale, FL  
City Manager; Assistant City Manager; Building  
Official; City Attorney; Director of Sustainable  
Development; Deputy Director of Human Resources

Seminole County, FL  
County Manager; County Attorney

City of Tallahassee, FL  
City Manager; Human Resource Director; Fire Chief;  
Director of Airport; Assistant General Manager -  
Underground Utilities & Public Infrastructure  
(Engineering Division)

City of Thomasville, GA  
City Manager; Assistant City Manager; City  
Engineer

City of Port St. Lucie, FL  
City Attorney

City of Hallandale Beach, FL  
Comptroller

City of West Palm Beach, FL  
Director of Public Utilities; Director of Engineering  
Services

City of Quincy, FL  
Finance Director

City of Margate, FL  
City Attorney; Director of Environmental and  
Engineering Services

City of Delray Beach, FL  
City Attorney

City of Coconut Creek, FL  
City Attorney

City of Boca Raton, FL  
Building Official; Risk Manager

City of Gainesville, FL  
City Attorney; City Auditor; Chief Plans Examiner;  
Building Inspector; Planner IV

Orange County, FL  
Chief of Corrections

City of St. Cloud, FL  
IT Director; Environmental Utilities Director; Human  
Resources & Risk Management Director; Police Chief

Early Learning Coalition of Broward County, FL  
Chief Executive Officer

Consolidated Dispatch Agency (Tallahassee), FL  
Director

TOHO Water Authority, FL  
Executive Director; General Counsel

SOS Children's Villages - Florida  
Chief Executive Officer

Pinellas Suncoast Transit Authority (PSTA), FL  
Chief Financial Officer

Sebring Airport Authority (SAA), FL  
Airport Manager

Florida Public Transportation Association  
Executive Director

Community Coordinated Care for Children, FL  
Chief Officer of Education

Palm Beach County, FL  
County Administrator; Director of Capital  
Improvements

Broward County, FL  
 Assistant Director of Economic & Small Business  
 Development; County Attorney; Port Everglades  
 Chief Executive/Port Director; Port Everglades  
 Director of Business Development

Leon County (Tallahassee), FL  
 Building Official

Alachua County, FL  
 County Manager

Sumter County, FL  
 Public Works Director; Fire Chief; Development  
 Services Director; Assistant Public Works Director  
 Engineer; Staff Engineer

Pasco County, FL  
 County Manager

Lee County, FL  
 County Manager; County Attorney

Collier County, FL  
 Director of Facilities Management

Hillsborough County, FL  
 Director of Head Start; Affordable Housing Services  
 Director; County Administrator

Children's Board of Hillsborough County, FL  
 Executive Director

Miami-Dade County, FL Public Housing and  
 Community Development  
 Director of Public Housing Division; PHCD  
 Development Director; RAD Program Manager;  
 Housing Choice Voucher Division Director

City of Alpharetta, GA  
 Director of Economic Development

Housing Authority of the City of Tulsa, OK  
 President/CEO; VP/CFO

Sedgwick County, KS  
 County Manager; Health Department Director;  
 Director of Human Resources

Johnson County, KS  
 County Auditor; County Appraiser; Chief Legal  
 Counsel

City of Wichita, KS  
 Director of Law; Director of Housing & Community  
 Services

Louisiana Housing Corporation, LA  
 Executive Director

New Orleans Redevelopment Authority, LA  
 Executive Director

International Association of Campus Law Enforcement  
 Administrators (IACLEA), MD  
 Executive Director

City of Rochester, NY  
 Fire Chief

Rochester-Genesee Regional Transportation Authority  
 (RGRTA), NY  
 Chief Executive Officer (CEO)

Centre Area Transportation Authority (CATA), PA  
 Director of Transportation, Director of Finance, Data  
 Analyst

Metropolitan Washington Airports Authority, DC  
 Vice President for Public Safety

Wayne County, MI  
 Deputy Chief Director of Personnel, Chief Deputy  
 CFO

Western Reserve Transit Authority, OH  
 Executive Director

Workforce Development Board (WDB), OH  
 Executive Director/CEO

Cincinnati Metropolitan Housing Authority (CMHA)  
 Director of Accounting

Franklin County, OH  
 County Administrator; Animal Care & Control  
 Services Director; Director of Job & Family Services

Scott Consolidated Emergency Communications  
 Center (Scott County, IA)  
 Emergency Services Dispatch Director

Greater Richmond Transit Co (GRTC), VA  
 Chief Executive Officer

City of Virginia Beach, VA  
 Deputy City Manager; Assistant Human Services  
 Director

City of Newport News, VA  
 Fire Chief

Portsmouth Redevelopment & Housing Authority  
 (PRHA), VA  
 Executive Director

Alexandria Redevelopment and Housing Authority  
 (ARHA), VA  
 Chief Executive Officer

Virginia Commonwealth University (VCU), Richmond  
 Police Chief

City of Durham, NC  
 Director of Technology Solutions

Cumberland County, NC  
 Assistant County Manager - Community Support  
 Services; Human Resources Director

Durham County, NC  
 Fire Marshal/City-County Emergency Management  
 Director

City of Sugar Land, TX  
 Controller; Director of Finance; Assistant Director of  
 Finance; Director of Budget & Strategy; Director of  
 Budget

South Padre Island, TX  
 Convention & Visitors Bureau Director

Dallas County, TX  
 Director of Human Resources

City of Baytown, TX  
 Police Chief; Director of Public Affairs; City Attorney;  
 Assistant City Manager

Houston Housing Authority, TX  
 President/CEO

City of Arlington, TX  
 Deputy City Manager; Parks & Recreation Director

City of San Antonio, TX  
 Assistant Finance Director - Procurement

## 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 Board of Commissioners and others involved 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 Board of Commissioners and others involved in the process
15	Candidates interview with the Board, follow-up interviews, and consultant reference/background checks
16	Candidate selected