Public Administration Associates, LLC (PAA)

Proposal to provide:

EXECUTIVE SEARCH SERVICES

for the position of

VILLAGE MANAGER

for the

VILLAGE OF ORLAND PARK, IL

Submitted
July 20, 2016

Contact:

Art Osten, Jr., Associate
Public Administration Associates, LLC
905 Pleasant Street
Fox River Grove, Illinois
847/910-9057

artosten@sbcglobal.net
www.public-administration.com

PAA *Public Administration Associates, LLC*

July 20, 2016

President Dan McLaughlin & Trustees
Village of Orland Park
14700 S. Ravinia Ave.
Orland Park, IL 60462

Dear President McLaughlin & Trustees:

In response to your recent invitation, I am herewith submitting our proposal to assist the Village of Orland Park with the recruitment of its next Village Manager. Public Administration Associates (PAA) provides high quality municipal executive searches without the overhead expense of other firms. What follows is information about our company and the services we would be happy to provide. Please also feel free to visit our website at www.public-administration.com for additional information.

PAA is dedicated to encouraging professional management in municipal organizations and assisting local governments in that endeavor. A description of our company and its personnel are described in Section 1 and Attachment "A". While all three Partners will be available to assist in this recruitment effort at the quoted fee, I will serve as the lead person for this project and be assisted by another PAA Associate.

PAA has many years of leadership experience as city managers and as active participants in the international and state city management associations. For example, I have thirty years of local government experience, written articles for the International City/County Management Association's PM magazine regarding recruiting, and remain active in the Illinois City/County Management Association. Partner Bill Frueh was the city manager of Oshkosh, WI for twenty years and is a former President of the Wisconsin City/County Management Association. As a result, we personally know many of the potential candidates (with over 800 past applicants in our reference files) and that ability will give you access to and insight into a wide range of prospects to fill your position with the best possible candidate.

I am also enclosing a list of the local governments we have assisted, see Attachment "B". Together, we have assisted over 225 communities in their searches for new municipal executives and related consulting. A partial listing of Client References is included as part of this proposal in Attachment "C".

2

An Executive Summary of reasons why we believe you should select Public Administration Associates is included as Attachment "D" along with Attachment "E" which is a resume summarizing my experience and accomplishments in municipal government.

Many studies have shown that those governmental entities which utilize executive search firms select a person who more closely fits their needs and thus, are more satisfied with their choice. We say "their choice" because our philosophy is that you make the selection. We provide comprehensive and objective information to assist you in the selection process. We also handle all the paperwork of notifications, negotiations, etc. thus saving your staff the additional burden and clerical work in this regard. We facilitate the process in a very effective and efficient manner.

As part of our fee to the client, our firm uses a video interview process along with reference checks to assist your Selection Committee in picking the finalists for the position interviews.

Several times we have been asked why our fees are so reasonable as compared to those of similar firms. We purposely keep our fees affordable and keep our overhead low because we are dedicated to promoting the "best" in public administration. PAA does not maintain separate office facilities or employ staff but operates through its Partners and fairly compensated Associates. As we have told clients, "please don't hire us because we submit the lowest cost; hire us because we provide the best service." I believe that if you contact the officials of any of the municipal organizations we have assisted, they will agree with the assessment that our services are very cost-effective.

Our services do not end when you hire your Village Manager. At no cost, we encourage you and the person you hire to stay in touch with us throughout their tenure to offer whatever general assistance and advice may be needed. We take a personal interest in making your choice as successful as possible and we feel our breadth of experience will be of assistance to your organization.

Please call me or Partner Bill Frueh if we can answer any questions or concerns you may have regarding this proposal and PAA. If the proposal is acceptable, please execute it using Attachment "F" or a similar form and return a copy for our files.

Thank you for your consideration.

Respectfully,

Art Osten, Jr. Associate
Public Administration Associates, LLC
905 Pleasant Street
Fox River Grove, IL 60021
artosten@sbcglobal.net
847/910-9057

> ***"PAA's focus is on helping to secure a manager who is the best fit for Orland Park."***

PAA RECRUITMENT PROPOSAL
SECTION 1 -- PAA: BUSINESS ORGANIZATION

Name & Address

Public Administration Associates, LLC
P.O. Box 282
1310 Fairview Street
Oshkosh WI   54903

www.public-administration.com

Formation & Structure

April 1998. PAA is a LLC with three (3) Partners and four (4) Associates who work as independent contractors on specific assignments with the Partners.

Principal

William D. Frueh, Partner
Phone: 920-235-0279
Fax: 801-659-8673
paassoc@northnet.net

Project Consultants

Art Osten, Jr., Associate
Public Administration Associates, LLC
905 Pleasant Street
Fox River Grove, Illinois
847/910-9057
artosten@sbcglobal.net

Art Osten, Jr. will be the key contact on the project. He will serve as the lead consultant and will be responsible for all formal contacts with the Village. He will attend all meetings with the Village "Selection Committee" in the design and implementation of the recruitment and selection process. He will conduct background and reference checks, in part to provide a means of verifying responses. He will also serve as the contact with the semi-finalists and finalists and, subject to the Village's instructions, will negotiate the employment agreement with the selected candidate. See Attachments "A" and "E" for additional information about Mr. Osten.

Associate Kevin Brunner will assist Mr. Osten as needed. He has over thirty-two years of experience serving Wisconsin local governments as manager of Saukville, Monona, De Pere, and Whitewater and recently retired as Public Works Director of Walworth County. He the past President of the Wisconsin City/County Management Association and recipient of their 2007 Manager of the Year and 2012 Service Innovation awards and also served on the League of Wisconsin Municipalities Board of Directors.

Additional Description of PAA, Staff, and Past Clients

See Attachments "A", "B", "C", "D", and "E".

PAA RECRUITMENT PROPOSAL
SECTION 2 -- TECHNICAL APPROACH AND SCOPE OF SERVICES

A. PAA Approach to an Executive Search

Our primary objectives are (1) to attract the highest number of professionally qualified, experienced, and diverse applicants and (2) to facilitate a selection process that is thorough, professional, and timely, resulting in the selection of the candidate who best meets the requirements of the Village.

Appropriate communications shall be maintained with the "Selection Committee" throughout the process by on-site meetings, email and, if necessary, phone calls. The **"Selection Committee"** is generally the Village Board or a subset of its members and possibly other appointees and the term is used interchangeably within this proposal.

Our philosophy is that while we certainly review applicants carefully, it is not our role to actually select candidates. We fully recognize that the final decision rests with the Village.

Finally, we believe that the process should be conducted in a planned, deliberate, and timely fashion. Specific preferences of the "Selection Committee" will be accommodated in the design of the process and as necessary throughout the process.

B. Outline of Process

The general Process Steps to be performed by PAA, acting in concert with the VILLAGE and modifiable at its request, in the recruitment and selection of its new Village Manager:

1. **Review Village Manager job description, services provided by the Village, and issues facing the Village.** (Includes PAA review of Village recruiting brochure and website and communication with the "Selection Committee" and appropriate staff.)

2. **Communicate with the "Selection Committee" and key staff as appropriate to discuss the recruitment specifics and identify the most important qualifications and personal characteristics desired in the Village Manager.   Define the general salary and benefit package with the "Selection Committee".** (We will jointly finalize recruitment procedures, advertising desired, and the time schedule. PAA can also provide a draft employment agreement. We will also consult with the Village Corporate Counsel as needed to ensure compliance with legal requirements as needed.)

3. **On the basis of these discussions, prepare the position advertisements and verify with the "Selection Committee".** (Includes any enhancements to the position brochure desired.)

4. **Place advertisements in appropriate national and regional publications and on-line sources and contact and encourage personally known local government administrators to apply.** (Sources generally include but are not limited to: the International City/County Management Association (ICMA); the Illinois, Indiana, Iowa, and Wisconsin City/County Management Associations; the Illinois Municipal League, Indiana Association of Cities and Towns, Iowa League of Cities; and Wisconsin League of Municipalities; and Strategic Government Resources -- a national local government recruitment site.)

5. **Receive applications and acknowledge receipt**.

6. **Review applications, prepare a "mini-resume" on each applicant and sort into appropriate categories -- "qualified", "wild card", and "not qualified".** (This sorting of applicants is made on the bases of type of experience, quality of experience, education, and other characteristics relevant to Village's desired qualifications and personal characteristics.)

7. **Review applications with the "Selection Committee" and select 8-10 semi-finalists.** (Includes finalizing video questions. Those applicants not selected as semi-finalists are notified and general explanations of the selection criteria and constructive comments are offered as a helpful courtesy.)

8. **Contact semi-finalists; conduct background and reference checks; prepare semi-finalist candidate reference report summaries; arrange for video presentations.** (This is the most important and time-consuming part of the search process. The internet and social media are searched for relevant information. All applicants must supply references that are officials, staff ,and other relevant parties with whom the applicant has worked. Questions are asked about accomplishments, strengths, skills, interpersonal relationships, and areas for improvement. This information is critical in evaluating the candidates. In addition, each semi-finalist prepares a short video in response to a series of predetermined questions.)

9. **Review semi-finalists with the "Selection Committee" and select candidates to be interviewed.** (*The "Selection Committee" reviews the profiles developed from the reference/background information and reviews the videos. They then select three to five candidates as finalists to be interviewed. We typically recommend four finalists. At this stage, all of the candidates should be technically qualified to serve as the Village Manager. The primary value of the interview is to determine the "best fit" with the Village. Those applicants not selected as finalists are notified and general explanations of the selection criteria and constructive comments are offered as a helpful courtesy.)*

10. **Work with the "Selection Committee" and candidates to arrange on-site, final interviews; conduct criminality and driver's license checks and verify the educational attainments claimed by the finalist candidates.** (Criminal and driver's license checks accomplished with the assistance of Village police department. Interview questions by governing body and staff finalized.)

11. **Conduct the mutual interview process.** (While there are a variety of approaches to the interview process, PAA recommends a one-day process with four stages: (1) a tour of the facilities, (2) discussions with and written summary comments by key staff, (3) a writing exercise to verify writing skills, and (4) the governing body interviews of each finalist. These 4 activities happen simultaneously and require some assistance from the Village. A "best fit" is typically reached via a two-way process where the client and candidate interview each other.)

    NOTE: The "Selection Committee" might also wish to host a public social gathering with all the finalists, including representatives from key committees and community organizations, to answer some basic questions for the audience, get acquainted, and talk informally on the evening prior to the formal interviews. The "Selection Committee" might wish to assign one of its members to solicit and summarize comments from the participants.

12. **Finalize the offer terms with the "Selection Committee" and convey terms to and from the candidate selected until agreement is reached.** (The governing body will meet right after the interviews to make their selection and one alternate. They instruct the consultant to begin discussions with the desired candidate. One member, generally the Village President, would serve as liaison with the consultant for any questions that might arise. The use of the PAA third party negotiator is very helpful in the process in reconciling any differences between the client and the candidate. When the terms are incorporated into an employment agreement prepared in advance with the assistance of the Corporation Counsel and "Selection Committee", the resulting agreement is assumed to be acceptable to the Village governing body. In the unlikely event that terms cannot be reached with either the primary or alternate candidate, PAA and the Village will repeat the process starting at Step 9.)

13. **After acceptance of the Employment Agreement by the VILLAGE and the designated candidate, the consultant will notify all finalists not chosen of the final result, thank them for their participation, and offer constructive comments if requested.**

14. **PAA sends invoice to VILLAGE.**

C. Time Schedule

The process can proceed at a pace approved by the "Selection Committee". However, once it has been started it is important to proceed in an expeditious manner. The following is a suggested schedule:

Week	Action
Week 1	Meet or communicate with "Selection Committee" and staff to accomplish tasks identified in Steps 1 & 2.
Week 2	Prepare and place advertisements as listed in Steps 3 & 4.
Week 6	Closing Date for applicants.
Week 7	Meet with the "Selection Committee" to review applications and select semi-finalists per Step 7.
Week 9	Meet with the "Selection Committee" to review semi-finalists and select finalists per Step 9.
Week 11	Interview finalists, select first and alternate choice(s), and authorize consultant to negotiate terms with designee per Steps 11 & 12.
Week 12	Make offer and adopt employment agreement in open session (knowing that it will be accepted) per Step 13.
Week 16	New Village Manager arrives (assuming that the designee must give one month's notice to present employer).

PAA RECRUITMENT PROPOSAL
SECTION 3 -- Compensation, Certification & Other Terms

Compensation

The project costs for professional services will be a $13,000 flat fee plus reimbursement for actual out-of-pocket expenses. Expenses are billed at cost and include: advertising, mileage ($0.54/mile), food, lodging, postage, copying, and other miscellaneous items. Advertising generally costs $650 to $1,200. The other out of pocket costs tend to range from $500 to $1,500 (depending on the number and timing of on-site meetings). NOTES: The flat fee does not change if the assistance of additional PAA personnel is required, however all necessary out-of-pocket expenses are billed. Payment of any candidate expenses are the choice of the client.

PAA is sensitive to the pressures faced by clients to contain costs. As such, we will work with you to ensure that the recruitment is conducted in a cost-effective manner. We only submit our invoice after the individual chosen and client execute a formal employment agreement or the project is terminated. **No interim payments are billed.**

Certification & Other Terms

1. The signing individual certifies that he/she is authorized to contract on behalf of the organization offering this proposal.

2. PAA certifies that the prices in the proposal have been arrived at independently, without consultation, communication, or agreements made for the purpose of restricting competition.

3. When delivering services under an approved contract, the consultant shall work under the Village's supervision -- as an independent contractor.

4. The VILLAGE reserves the right to negotiate a best and final offer with the applicant selected or authorize PAA to do so on its behalf per its instructions.

5. All VILLAGE information received by the consultant during the contract period is considered confidential and shall be protected to the utmost ability of the consultant with the exception of material that must be produced pursuant to the provisions of the Illinois Freedom of Information Act and applicants' information may be retained and referred to for use in this and future recruitments by the consultant.

6. Termination of Agreement.   Either party may terminate this contract at any time upon written notice to the other party. In the event of any such termination, this contract shall be concluded, all payments for any future work shall cease with the fee paid by the Village to be prorated based on the number of steps completed plus all reimbursable expenses incurred to date, and neither party shall have any further legal obligation to the other party.

7. The VILLAGE shall defend, hold harmless, and indemnify the project consultants against any tort, professional liability claim or demand or other legal action occurring in the performance of this contract in good faith.

PAA RECRUITMENT PROPOSAL
ATTACHMENT "A" -- PAA OVERVIEW

What is Public Administration Associates, LLC?
Public Administration Associates, LLC, is a consulting firm specializing in local government recruitment and management studies. William Frueh, Denise Frueh, and Stephen Hintz, who are the Partners, formed this partnership in April 1998.

What expertise do the Partners and Associates have in local government?

Denise Frueh served in the Finance Department for the City of Oshkosh for seven years. Her experiences include being the Deputy and Acting City Assessor. She received her Master of Business Administration from the University of Wisconsin Oshkosh. She has been actively consulting since 1996. Ms. Frueh acts as the business manager for the partnership.

Dr. Stephen Hintz served on the faculty of the University of Wisconsin Oshkosh from 1972 until 2002, where he taught personnel, budgeting, and municipal management in the Master of Public Administration program. For twenty years, he served as executive secretary of the Wisconsin City/County Management Association. Hintz holds a Ph.D. in political science from Yale University. He has been consulting with municipalities on recruitment and management issues since 1980. In 1998, Hintz was elected to the Oshkosh Common Council and is a former Mayor of Oshkosh, (2002-2004). In 2001, he received the prestigious Sweeney Academic Award from the International City/County Management Association for his lifelong work in promoting public administration.

William Frueh has many years of experience in local and state governments as a City Manager in after 20 years as its City Manager. He also served as the Director of Economic and Council Bluffs, Iowa; Newton, New Jersey; Shawnee, Oklahoma and Oshkosh, Wisconsin where he retired Community Affairs for the State of Oklahoma. In January 2000, Oshkosh Citizens and the *Oshkosh Northwestern* newspaper named Frueh as one of the ten people in Oshkosh who most influenced the development of Oshkosh during the twentieth century. Frueh received his bachelor's degree in Civil Engineering from Iowa State University and has experience as a City Engineer and Public Works Director. He has been actively consulting since 1996 and is a Life Member of both the International City/County Management Association and Wisconsin City/County Management Association.

Associate Art Osten, Jr. has over thirty years of experience serving Illinois and Texas local governments. Semi-retired, he recently served as Interim Administrator/Manager in Indian Head Park, Oak Brook, and Shorewood in Illinois and was the Administrator of Fox River Grove and Oswego, Illinois and Assistant Manager in Brookfield, Illinois. He began his career as an Administrative Assistant for the North Central Texas Council of Governments and the City of Plano, Texas. He has been a long-time member of both the International City/County Management Association (ICMA) and Illinois City/County Management Association (ILCMA) having contributed the articles "A Guide to Better Recruiting" and "Better Recruiting Revisited" to the ICMA's March 2014 and June 2016 issues of PM magazine and serves on the ILCMA's Membership Services Committee. A graduate of the University of Wisconsin at Madison, he has Masters Degrees in Public Policy & Administration and Urban & Regional Planning.

Further information about the partnership can be found at <u>www.public-administration.com</u>.

PAA RECRUITMENT PROPOSAL
ATTACHMENT "B" -- CLIENT LIST
(All local governments in State of Wisconsin unless otherwise noted. Updated 7/19/2016)

Cities
Adams (2)
Algoma
Antigo (3)
Ashland (2)
Baraboo (2)
Berlin
Brillion
Chippewa Falls (2)
Clintonville
Colombus
Crystal River, FL
Delavan (3)
DePere (3)
Durand
Eagle River
El Paso, Illinois
Elroy (3)
Evansville (3)
Fond du Lac
Fort Atkinson
Fox Lake (2)
Geneseo, IL
Hartford
Hillsboro (2)
Hudson
Independence, IA
Jefferson (2)
Lancaster (4)
Marquette, Iowa
Marshfield (2)
Mauston (5)
Mequon
Merrill
Milton
Minonk, IL (4)
Monona (2)
Monroe (2)
New Lisbon
New London (2)
Niagara
Oak Park Heights, MN
Oconto (2)
Pine Island, MN
Platteville (5)
Portage

Prairie du Chien (2)
Princeton
Reedsburg (2)
Rhinelander (4)
Rice Lake
Richland Center
Sauk (2)
Shawano
South Haven, MI
St. Croix Falls
St. Francis
Sturgeon Bay (4)
Tomah
Verona (4)
Washburn (2)
Waterford
Waukesha
Waupaca
Waupun
Wautoma (2)
Wauwatosa (2)
Weyauwega (2)
Whitewater (2)

Villages
Allouez
Bayside (4)
Bellevue
Belleville
Clinton (3)
Colfax
Darien
Denmark (2)
Edgar
Elm Grove
Ephraim
Fox Point (4)
Grafton
Greendale (2)
Hartland (2)
Howard (3)
Johnson Creek (3)
Kewaskum
Little Chute (4)
Maple Bluff
McFarland (2)
Mukwonago

New Glarus (2)
North Fond du Lac (3)
Oregon
Osceola
Paddock Lake (2)
Palmyra
Pardeeville
Prairie du Sac
Pulaski
Sherwood
Slinger (2)
Spring Green
Sussex
Thiensville (2)
Turtle Lake (2)
Twin Lakes (2)
Union Grove
Waunakee (2)
W. Milwaukee (3)
Wind Point (2)
Winneconne (4)
Whitefish Bay (2)
Wrightstown (3)

Towns
Algoma
Beloit
Buchanan (2)
Cedarburg (2)
Clayton
Grand Chute
Greenville
La Pointe
Menasha (4)
Rib Mountain
Richfield (2)
Weston

Counties
Chippewa (3)
Green Lake
Iowa
Monroe
Polk
Shawano
Wabasha, MN (2)

PAA RECRUITMENT PROPOSAL
ATTACHMENT "C" -- CLIENT REFERENCES

Entity	Name	Title	Phone	Email Address
Monona WI	Robert Miller	Mayor	608-279-5907	**mayor@ci.monona.wi.us**
Platteville WI	Eileen Nickels	Council President	608-778-2959	**tenickels@centurytel.net**
Winneconne WI	John Rogers	President	920-379-877	**John.Rogers@winneconnewi.gov**
Sturgeon Bay, WI	Thad Birmingham	Mayor	920-746-2900	**sbmayor@sturgeonbaywi.org**
Rhinelander WI	Richard Johns	Mayor	715-362-4862	**mayor@rhinelandercityhall.org**

Please feel free to request contact information for any others we have worked with from our past client list on Attachment "B".

PAA RECRUITMENT PROPOSAL

ATTACHMENT "D" -- EXECUTIVE SUMMARY

Reasons for engaging Public Administration Associates, LLC, for this recruitment are:

HIGHLY QUALIFIED PERSONNEL

- Over 100 years combined experience in municipal government by three partners plus over 60 years by the two assigned Associates.

- Life Members of Wisconsin and Illinois City/County Management and International City/County Management Associations.

HIGHLY EXPERIENCED FIRM

- PAA has recruited over 225 Administrator/Managers.

- Have extensive referenced files on over 800 possible candidates.

- Know many possible candidates -- can encourage best candidates to apply.

THE BEST PROCESS

- Solicitation includes regional and national municipal management job sites.

- An analysis is prepared on all applicants to ease your review and analysis.

- Officials and staff opinions of strengths/weaknesses of finalists are generated.

- At your direction, we provide a draft for your review and negotiate an Employment Agreement with selected person.

- Our flexible process allows customization to meet your needs and timetable.

WE HAVE A RECORD OF ENTHUSIASTIC, COST-EFFECTIVE APPROVAL

- Please contact any of our previous clients or references to verify.

- Expertise + low overhead = reasonable cost + satisfied clients.

- Public Administration Associates has many repeat clients.

PAA RECRUITMENT PROPOSAL

ATTACHMENT "E" -- RESUME of ART OSTEN, JR.

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905 Pleasant Street, Fox River Grove, Illinois 60021
847/516-1007 (h), 847/910-9057 (c), artosten@sbcglobal.net

OBJECTIVE

Achieve organizational goals and improve operations and decision-making processes; enhance the value/appearance of residential, business, recreational, agricultural, and natural areas; and build team spirit within organizations and communities through a career in
local government management and consulting.

EDUCATION

Master of Public Policy & Administration University of Wisconsin-Madison, 1982
Master of Urban & Regional Planning   University of Wisconsin-Madison, 1982
Bachelor of Urban & Regional Studies   University of Wisconsin-Oshkosh, 1979

PROFESSIONAL EXPERIENCE

2/16 – Present **Associate, Public Administration Associates LLC., Oshkosh, WI.**
Provided budget preparation and executive recruiting for Minonk, IL and executive recruiting assistance for Belleville, McFarland, and St. Francis, WI.

6/15 - 8/15   **Interim Village Administrator -- Village of Indian Head Park, IL (3,800).**
Managed Village Administrator Search. Managed Placement of Interim Police Chief. Finalized Budget. Revised Board Agenda Format. Prepared RFQ and Managed Search for Village Engineer. Assembled Janitorial Services Contract. Developed Staff Goals. Prepared Newsletter. Coordinated Revision of Plan Review Process and Fees.   Established Code Violation Procedures. Helped Create Justification for Utility Rate Increase. Coordinated Trustee Projects. Oversaw creation of Residential Demolition Procedure. Provided Smooth Transition for new Board and Administrator. 18 Employees. $4M Budget.

1/15 - 2/15   **Interim Project Manager -- Village of Mount Prospect, IL (54,771).**
Prepared recommendations for updating Village website. Produced salary survey with schedule options.

5/14 - 10/14 **Interim Village Manager – Village of Oak Brook, IL (7,883).**
Oversaw Administration, Finance, Community Development, Police, Fire, Library, Sports Core, Information Technology, and Public Works/Engineering Departments during transition to new manager. Projects of note: Facilitated Pension Funding, Park Lighting, and Union Grievance issues. Assisted with Polo and Residential Marketing programs. Evaluated two Department Directors. Revised Performance Evaluation form. Updated Strategic Plan. Coordinated 2015 budget process. 130 Employees. $52M Budget.

3/14 **Author -- "A Guide to Better Recruiting",** International City/County Management Association magazine Public Management, March 2014 and follow-up -- **"Better Recruiting Revisited"** June 2016.

2/13 - 4/14 **Continuing Education** -- Stayed current with latest trends and strategies via Professional publications, Metro-Manager programs, Cal-ICMA Webinars, etc.

9/12 - 1/13 **Interim Village Administrator, Village of Shorewood, Illinois (15,615).**
Performed high level administrative work planning, implementing, and enhancing municipal operations in accordance with Village Board policy. Oversaw municipal consultants and Finance, Community Development, Police, and Public Works Departments. 58 Employees. $21M Budget.

Established budget preparation guidelines and prepared salary proposal. Coordinated 5-year water and sewer infrastructure budget. Initiated planning for mayors' regional groundwater meeting. Prepared proposal to use consultant to develop targeted retail attraction program. Met with developers regarding opportunities, design, and outstanding fee issues. Initiated expansion of GIS to community development. Participated in liability and medical insurance pools. Provided webinar training to staff. Addressed staffing issues. Suggested creative decor idea to enhance Village Hall atmosphere. Introduced retail discount card and state certified business programs to Chamber of Commerce.

4/12 - 5/12 **Management Consultant, Village of Barrington Hills, IL (4,232).**
Researched and prepared short report describing municipal electricity aggregation options for the Village.

1/98 - 3/12 **Village Administrator, Village of Fox River Grove, IL (4,856).**
Responsible for departmental oversight, budget, economic development, risk management, personnel, public relations, service agreements, grants, contracts, and intergovernmental relations. Projects of note: Downtown Redevelopment, Municipal Electrical Aggregation, AA Bond Rating, Off-Site Village Hall for Disaster Recovery, Village Hall Construction, Public Works Facility Study, Police Negotiations, Commercial & Residential Developments, Annual Budget and Property Tax Levy, 10-Year Capital Program, Annual TIF Report & Note Payments, Water Tower Antenna Leases, Garbage & Medical Insurance Contracts, GIS Capacity Building, Comprehensive Plan Updates, Skill Steps Compensation, Fixed Asset Appraisal, Regional Bike Path, Accounting Software Upgrade, Police Pension Referendum, Water & Sewer Extension Recapture Formula, Job Description Updates, Pre-Employment Testing, Festivals, Bike Race, and Evaluation System. 26 Employees. $10M Budget.

8/95 - 12/97 **Village Administrator, Village of Oswego, Illinois (6,300).**
Managed building and zoning, economic development, public works, budget, human resources, public relations, and intergovernmental affairs. Projects of note: created Oswego Economic Development Corporation, developed Salary Schedule, updated Comprehensive Plan, purchased Finance Software, oversaw Residential Development, promoted Main Street Redevelopment, initiated Fitness Testing, and coordinated Sewage Treatment Plant Transfer.

5/90 - 8/95 **Assistant Village Manager, Village of Brookfield, Illinois (18,876).**
Duties included: preparing $18M budget, coordinating risk management, staffing Plan Commission, refining department operations, resolving citizen complaints, promoting economic development,

revising personnel code, developing departmental goals. Projects of note: oversaw Brookfield 2000 Comprehensive Plan, created Pre-Employment Testing for Police/Fire/Public Works, created Merit Pay System, hired Scofflaw Ticket Collector. Promoted from Assistant to the Village Manager to Assistant Village Manager on 6/1/93.

1/86 - 5/90 **Admin. Assistant, Fire Department, City of Plano, Texas (121,100).**
Co-produced $8M budget, wrote proposals and evaluated bids, prepared planning documents, drafted ordinances and resolutions, conducted surveys, coordinated records retention, maintained fixed asset inventory, and published monthly newsletter. Projects of note: coordination of Health Screening, management of Affirmative Action Recruiting Program, and validation of Physical Agility Test.

11/83 - 1/86 **Admin. Assistant, North Central Texas Council of Governments.**
Lead staff person for the grants review and comment process, construction codes committees, and planning directors' roundtable. Processed grant applications, arranged workshops, updated procedures, and provided technical assistance to local officials.

PROFESSIONAL & CIVIC AFFILIATIONS

International & Illinois City/County Management Associations.
SSPP Catholic Church, Cary, IL -- Religious Education, Men's Ecumenical Breakfast, Boy Scouts,
Kids Hope, PADS Homeless Shelter, That Man Is You.
Habitat for Humanity, Lions, Optimists, Kiwanis, Toastmasters.

REFERENCES

Tom Hinshaw, President, Village of Indian Head Park -- 630-926-2440 (c)
Tracy Mulqueen, President/CEO Greater Oak Brook Chamber -- 708/560-5271 (c)
Anna Moeller, IL State Rep 43rd District, (Past) Executive Director, McHenry
County Council of Governments -- 224/678-6087 (c)
Michael Graft, Jr., Manager, MJG Construction, Barrington, IL -- 847/381-2424 (w)

(Additional References and Letters of Recommendation available upon request.)

PAA RECRUITMENT PROPOSAL
ATTACHMENT "F" -- SIGNATURES

This proposal with any attached and mutually signed and dated Addendums constitutes a contract between Public Administration Associates, LLC and the Village of Orland Park to conduct the Village Manager Recruitment Process.

For Public Administration Associates, LLC:

Name (Print): _____

Title (Print): _____

Signature: _____

Date: _____

For the Village of Orland Park:

Name (Print): _____

Title (Print): _____

Signature: _____

Date: _____