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April 5, 2012

Mayor Rod Craig  
Village of Hanover Park  
2121 West Lake Street  
Hanover Park, IL 60133

Dear Mayor Craig and Members of the Village Board:

Thank you for the opportunity to provide you with a proposal for the Village of Hanover Park's Village Manager recruitment and selection process. Voorhees Associates prides itself on a tailored, personal approach to executive recruitment and selection, able to adapt to your specific requirements for the position.

**QUALIFICATIONS AND EXPERIENCE**

Voorhees Associates is a public management consulting firm serving municipal clients and other public sector entities on a national basis. We work exclusively in the public sector, offering customized executive recruitment services, as well as providing other management studies and services for communities.

Voorhees Associates, LLC was established in 2009 with headquarters in Deerfield, Illinois. Heidi Voorhees, President, previously spent 8 years with the nationally recognized public sector consulting firm, The PAR Group and was President of The PAR Group from 2006 – 2009. Ms. Voorhees has conducted more than 140 recruitments in her management consulting career, with many of her clients repeat clients, attesting to the high quality of work performed for them. In addition to her 11 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service with the Villages of Wilmette and Schaumburg, Illinois, as well as the City of Kansas City, Missouri.

The firm has a total of fourteen consultants, both generalists and specialists (public safety, finance, parks, etc.), who are based in Arizona, Delaware, Illinois, and Wisconsin, as well as four reference specialists and three support staff.

**Experience**

Voorhees Associates has completed over 55 recruitments since its establishment in 2009. Although the firm is relatively young, our consultants are experienced executive recruiters who have conducted over 300 recruitments, working with cities, counties, special districts and other governmental entities of all sizes throughout the country. In addition, we've held leadership positions within local government, giving us an understanding of the complexities and challenges facing today's public sector leaders.

## References

The following references can speak to the quality of service provided by Voorhees Associates:

Village Manager recruitment  
Village of Buffalo Grove, IL  
Jeff Braiman, Village President  
847/459-2500

Village Manager recruitment  
Village of Morton Grove, IL  
Dan Staackmann, Village President  
847/965-4100

City Manager recruitment  
City of Highland Park, IL  
Nancy Rotering, Mayor  
847/432-0800

## SCOPE OF WORK

A typical recruitment and selection process can take 175 hours to conduct. At least 50 hours of this time is 'administrative' including ad placement, acknowledgment of résumés, reference interviews, and due diligence on candidates. We believe our experience and ability to professionally administer your recruitment will provide you with the best possible outcome. Voorhees Associates clients are kept informed of the progress of their recruitment. Consultants are always available to provide information and answer questions, and details of the process such as placement of advertising and applications received are discussed in regular updates via either telephone or email.

Voorhees Associates suggests the following approach to your recruitment, subject to your requests for modification:

### Phase I – Position Assessment, Job Announcement and Brochure Development

Phase I will include the following steps:

- **Interviews** with the Mayor and Members of the Village Board, and the Village's staff as well as any other individuals you deem appropriate to best understand the responsibilities, challenges, and culture of the Village.

At least eight (8) hours of one-on-one interviews will be conducted with elected officials, staff and the public in order to develop our Recruitment Brochure. This important document outlines the expectations that the Village has for its next Village Manager, providing us with the information we need to target our recruitment. During this process we will assist you with establishing the salary for Village Manager by conducting a salary survey of comparable cities, if so desired.

- **Development of a Job Announcement.**
- **Development of a detailed Recruitment Brochure** for your review and approval.
- **Agreement on a detailed Recruitment Timetable.**

## **Phase II – Advertising, Candidate Recruitment and Outreach**

Phase II will include the following steps:

- Placement of the Job Announcement in appropriate professional publications, both in print and on line.
- The development of a database of potential candidates unique to this position and to the Village of Hanover Park, focusing on the leadership and management skills identified in Phase I as well as size of organization, and experience in addressing challenges and opportunities also outlined in Phase I.
- Outreach will be done through e-mail, telephone contacts, and U.S. mail as appropriate. Voorhees Associates consultants have extensive knowledge of the municipal government industry and will personally identify and contact potential candidates. With more than 250 collective years of municipal and consulting experience among our Consultants, we often have inside knowledge about candidates.

## **Phase III – Candidate Evaluation and Screening**

Phase III will include the following steps:

- Review and evaluation of candidates' credentials considering the criteria outlined in the Recruitment Brochure.
- Candidates will be interviewed by telephone to fully grasp their qualifications and experience as well as their interpersonal skills.  
  
We personally contact all the semi-finalists and conduct about an hour long telephone interview, asking specific questions about their experience and skill set. This allows us to ask follow up questions and probe specific areas. It also provides us with an assessment of their verbal skills and their level of energy for and interest in the position.
- Formal and informal references will be conducted to further verify candidates' abilities, work ethic, management and leadership skills, analytical skills, interpersonal skills, ability to interact with the media, and any areas identified for improvement.
- Voorhees Associates will verify educational credentials and conduct a media and internet search to further assess each candidate's ability to interact with the media as well as to have a full understanding of each candidate's background.
- All résumés will be acknowledged and contacts and inquiries from candidates will be personally handled by Voorhees Associates, ensuring Hanover Park's process is professional and well regarded by all who participate.

## **Phase IV – Presentation of Recommended Candidates and Interviewing Process**

Phase IV will include the following steps:

- Voorhees Associates will prepare a Recruitment Report that presents the credentials of those candidates most qualified for the position. You will advise us of the number of reports you will need for the individuals involved in this phase of the recruitment and selection process. We provide a binder which contains the candidate's cover letter and résumé. In addition, we prepare a "mini" résumé for each candidate, so that each candidate's

credentials are presented in a uniform way. As résumés come in all different formats, these "mini" résumés will give you a clear, consistent look at each candidate "at a glance."

- Voorhees Associates will provide you with a log of all candidates who applied for the position. You may also review all of the résumés should you so desire.
- Voorhees Associates will meet with you to review the Recruitment Report and expand upon the information provided. The report will arrive two to three days in advance of the meeting, giving you the opportunity to fully review it. In addition to the written report, we will spend 2 to 3 hours with you to bring the candidates to "life" by reviewing their telephone interview and providing excerpts from two (2) references we will have done on the individual.
- The Interviewing Process will be finalized including the discussion of any specific components you deem appropriate such as an in basket exercise, oral presentation or written exercise. The inclusion of these tasks can assist you in evaluating the skills and abilities of the candidates you select for an interview.
- Voorhees Associates will develop the first and second round interview questions for your review. Voorhees Associates will provide you with interview books that include the credentials each candidate submits, a summary of each candidate's credentials, a set of questions with room for interviewers to make notes, and an evaluation sheet to assist interviewers in assessing each candidate's skills and abilities.
- Voorhees Associates will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations. The schedule will incorporate a tour of Hanover Park facilities and interviews with Department Heads and elected officials.

We offer a community "Meet and Greet" option, at no charge, as a means for the community to interact and get to know the candidates in an informal setting. At this "Meet and Greet," candidates would give a brief overview of themselves and answer questions from the audience.

- Once candidates for interview are selected, additional references will be contacted along with criminal court, credit, and motor vehicle and records checks. Voorhees Associates recommends a two-step interviewing process with (typically) five candidates interviewed in the first round. Following this round, we strongly suggest that two or three candidates are selected for second round interviews. Again, we will prepare a second round of interview questions and a "score sheet."
- Voorhees Associates consultants will be present for all of the interviews, serving as a resource and facilitator.

#### **Phase V – Appointment of Candidate**

Voorhees Associates will assist you as much as you request with the salary and benefit negotiations and drafting of employment agreement, if appropriate.

#### **Recruitment Schedule**

A detailed recruitment schedule will be provided in Phase I. The recruitment and selection process typically takes 90 days from the time the contract is signed until the candidate is appointed. We can work with you on a shorter process, should you so desire.

Our typical recruitment process includes the following milestones and deliverables:

On-site interviews of Village officials and staff, development and approval of recruitment brochure  
Deliverable: recruitment brochure weeks 1-2

Placement of professional announcements; candidate identification, screening, interview and evaluation by consultant weeks 3-8

Consultant recommendation to Board of qualified Candidates  
Deliverable: recruitment report week 9

Selection of Candidate finalists by Board; additional background and reference checks, report preparation and presentation week 10  
Deliverable: interview reports including suggested questions and evaluation sheets

Interviews of selected finalist Candidates; Board selection of final Candidate; negotiation, offer, acceptance and appointment weeks 11-12

#### Summary of Costs

Recruitment Fee:	\$12,000
Recruitment Expenses: (not to exceed)	4,000
Expenses include consultant travel, postage/shipping, telephone, support services, copying etc. Also includes candidate due diligence efforts.	
Recruitment Brochure printing	900
Assumes full color	
Total Fees:	\$16,900*

\*This fee does not include the following: (1) advertising costs for job announcement placement. Advertising costs are billed directly to the client when possible since the client often receives a lower rate from vendors and associations than does a recruitment and selection consultant. Advertising fees typically run \$1500; and (2) travel and accommodations for candidates interviewed.

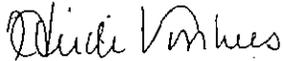
#### Payment for Fees and Services

Professional fees and expenses will be invoiced as follows: Recruitment expenses and the costs for the Recruitment Brochure printing will be itemized with sufficient detail and invoiced as incurred. In addition, the Recruitment Fee will be invoiced in three (3) equal payments, billed during the course of the recruitment. The first invoice for the Recruitment Fee will be sent upon acceptance of our proposal. The second invoice will be sent following the recommendation of Candidates and will include any expenses incurred to date. The final invoice will be sent upon completion of the recruitment assignment and will include all remaining expenses. Upon receipt of each invoice the Village will approve payment in accordance with its claims procedures within thirty (30) days of receipt.

**Voorhees Associates Guarantee**

Voorhees Associates provides the following guarantee: should the selected and appointed candidate, at the request of the Village of Hanover Park or the employee's own determination, leave the employ of the Village of Hanover Park within the first 24 months of appointment, we will, if desired, conduct another search for the cost of expenses and announcements only. We look forward to working with you on this recruitment and selection process!

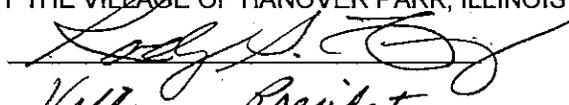
Sincerely,



Heidi J. Voorhees  
President  
Voorhees Associates, LLC

ACCEPTED BY THE VILLAGE OF HANOVER PARK, ILLINOIS

BY:



TITLE:

Village President

DATE:

4/20/2012