



S. RENÉE NARLOCH
& ASSOCIATES
PROFESSIONAL EXECUTIVE RECRUITMENT

A PROPOSAL TO CONDUCT
EXECUTIVE RECRUITMENT SERVICES
FOR THE
CITY ATTORNEY
ON BEHALF OF THE
CITY OF FORT PIERCE,
FLORIDA

S. RENÉE NARLOCH, PRESIDENT
2910 Kerry Forest Pkwy D4-242, Tallahassee, FL 32309
P 850.391.0000 | F 850.391.0002
info@srnsearch.com

1102 S. Austin Ave 110-296, Georgetown, TX 78626
P 512.843.5439 | F 850.391.0002
infotx@srnsearch.com

www.srnsearch.com



November 5, 2015

Mr. Robert Bradshaw
City Manager
City of Fort Pierce
100 N. U.S. Highway 1
Fort Pierce, FL 34950

Dear Mr. Bradshaw:

We appreciate the opportunity to provide the City of Fort Pierce with a proposal to conduct a search for the City Attorney. Our proposal includes an overview of our qualifications and costs related to our services.

With respect to this recruitment for the City of Fort Pierce, 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 was recently incorporated in the State of Florida and is a small, woman-owned business. For the last ten years, Ms. Narloch, President, has served as the Senior Vice President of Recruitment for a nationwide public sector consulting firm, responsible for recruitments in 40 states. Her career in public sector recruitment spans over 25 years, during which time she has participated in hundreds of public sector searches nationwide.
- ◆ Ms. Narloch, President, has extensive experience conducting public sector executive recruitments throughout the nation, including more than 400 searches for clients such as the City of Margate, FL (City Attorney); City of Coconut Creek, FL (City Attorney); City of North Port, FL (City Attorney); City of Fort Lauderdale, FL (City Attorney; City Manager; Building Official); City of Gainesville, FL (City Attorney); Lee County, FL (County Attorney); Broward County, FL (County Attorney); Port Everglades CEO/Executive Director); and many others. Ms. Narloch will conduct the recruitment for the City Attorney for the City of Fort Pierce. A sample of her past clients is included in our proposal (Clients, Page 7).
- ◆ S. Renée Narloch & Associates has highly trained staff, a vast network of contacts and professional affiliations in public sector management, and a proven recruitment process tailored to our clients' needs which will result in a quality pool of candidates.



S. RENÉE NARLOCH
& ASSOCIATES
PROFESSIONAL EXECUTIVE RECRUITMENT

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

TABLE OF CONTENTS

ABOUT US

OUR UNDERSTANDING OF THE REQUESTED SERVICES	1
PRIMARY CONTACT.....	1
OUR FIRM HISTORY AND EXPERIENCE.....	1
SMALL BUSINESS CERTIFICATION	2
STATEMENT OF PROFESSIONAL STANDARDS.....	2

OUR RECRUITMENT PROCESS

DEVELOPING THE CANDIDATE PROFILE.....	3
ADVERTISING CAMPAIGN AND RECRUITMENT BROCHURE	3
RECRUITING CANDIDATES	3
SCREENING CANDIDATES.....	4
PRELIMINARY INTERVIEWS.....	4
PUBLIC RECORDS SEARCH.....	4
RECOMMENDATIONS.....	4
FINAL INTERVIEWS.....	4
BACKGROUND CHECKS /DETAILED REFERENCE CHECKS.....	5
NEGOTIATIONS.....	5
COMPLETE ADMINISTRATIVE ASSISTANCE.....	5

THE TEAM

S. RENÉE NARLOCH, PRESIDENT.....	6
RACHEL HANSELMAN, SENIOR CONSULTANT	6
DANIELLE PERVINICH, SENIOR CONSULTANT	6

CLIENTS/REFERENCES

CLIENTS.....	7
REFERENCES.....	8

COST PROPOSAL

PROFESSIONAL FEE AND EXPENSES.....	9
GUARANTEE	9
SCHEDULE.....	10

ABOUT US

OUR UNDERSTANDING OF THE REQUESTED SERVICES

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

We are able to successfully manage all aspects of the recruitment process and will work closely with the City to protect the integrity of the recruitment and to ensure a successful outcome. The City 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 City Attorney recruitment for the City of Fort Pierce. Her contact information is as follows:

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

OUR FIRM HISTORY AND EXPERIENCE

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

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

Ms. Narloch, President, has extensive experience conducting public sector executive recruitments throughout the nation, including more than 400 searches for clients such as the City of Margate, FL (City Attorney); City of Coconut Creek, FL (City Attorney); City of North Port, FL (City Attorney); City of Fort Lauderdale, FL (City Attorney; City Manager; Building Official); City of Gainesville, FL (City Attorney); Lee County, FL (County Attorney); Broward County, FL (County Attorney); Port Everglades

CEO/Executive Director); Palm Beach County, FL (County Administrator); Town of Palm Beach, FL (Town Manager); Town of Jupiter, FL (Town Manager); City of Miami Beach, FL (City Manager in 2002 and 2013); City of Ocala, FL (City Manager); Pasco County, FL (County Manager); Alachua County, FL (County Manager); Lee County, FL (County Manager; County Attorney); Sumter County, FL (Public Works Director; Assistant Public Works Director); City of Hallandale Beach, FL (Finance Director); and many others. Ms. Narloch will conduct the recruitment for the City Attorney for the City of Fort Pierce. A sample of her past clients is included in our proposal (Clients, Page 7). She will be assisted by other senior staff members, as outlined in this proposal (The Team, Page 6).

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

SMALL BUSINESS/MINORITY BUSINESS

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

STATEMENT OF PROFESSIONAL STANDARDS

S. Renée Narloch & Associates believes in sound and ethical business practices. We understand that confidence and respect are imperative to our success. Our services to clients and candidates involve relationships which depend on good faith efforts. We conduct business forthrightly with no intentional misrepresentations which could mislead clients or candidates. We refrain from using any sourcing techniques that involve deception or falsehood and do not engage in activities which violate antitrust laws.

Communication between us, our clients, and candidates are impartial and accurate, and we make a concerted effort to see that the position, our clients, and candidates are represented honestly and factually. We honor the confidentiality of proprietary information received from clients and candidates and will disclose any knowledge of potential conflicts of interest to client agencies and candidates.

OUR RECRUITMENT PROCESS

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

DEVELOPING THE CANDIDATE PROFILE

Our understanding of the City's requirements will be the foundation to a successful search. We will work directly with City staff and others involved in the process in order to learn as much as possible about what the organization expects of a new City Attorney. We can also meet with other key staff or community members to gather input. We want to learn about the values and culture of the organization, as well as to understand the current issues, challenges, and opportunities that face the City of Fort Pierce. We also want to be fully acquainted with the City'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 City Attorney position. Based on these discussions, we will develop a profile that address the responsibilities, core competencies and professional characteristics and traits, education and training, operational and organizations issues, and other factors relevant to this position. The profile that we develop together at this stage will guide our recruitment efforts.

ADVERTISING CAMPAIGN AND RECRUITMENT BROCHURE

After gaining an understanding of the City's needs, we will design an effective advertising campaign that is appropriate for the recruitment. We will focus on professional journals that are specifically suited to the City Attorney search, such as the International Municipal Lawyers Association (IMLA) Newsletter, utilizing venues that will ensure a diverse pool of applicants, including qualified minority and women candidates. We will also utilize social media and will develop a professional recruitment brochure on the City'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 City of Fort Pierce.

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 City Attorney 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 City Attorney position. In addition, we will discuss the candidate's motivation for applying for the position and make an assessment of his/her knowledge, skills, and abilities. We will devote specific attention to determining the likelihood of the candidate's acceptance of the position if an offer of employment is made.

PUBLIC RECORDS SEARCH

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

RECOMMENDATIONS

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

FINAL INTERVIEWS

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

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

BACKGROUND CHECKS/DETAILED REFERENCE CHECKS

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

THE TEAM

Our team at S. Renée Narloch & Associates is comprised of a diverse group of individuals who have extensive experience in the recruitment of public sector executives. Ms. Narloch will be the lead consultant for the City Attorney recruitment for the City of Fort Pierce, with assistance from Ms. Rachel Hanselman and Ms. Danielle Pervinich.

S. RENÉE NARLOCH, PRESIDENT

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

RACHEL HANSELMAN, SENIOR CONSULTANT

As a Senior Consultant with S. Renée Narloch & Associates, Ms. Hanselman 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. Hanselman had eight years of experience managing her own retail business. Ms. Hanselman received her Bachelor of Arts degree in Business Administration from Flagler College, Tallahassee, Florida.

DANIELLE PERVINICH, SENIOR CONSULTANT

Ms. Pervinich is the Senior Consultant responsible for the S. Renée Narloch & Associates office in Georgetown (Austin), Texas. She concentrates on client outreach and business operations. Ms. Pervinich previously worked for a local city government growth management department in the Austin area, which has given her great insight into the needs of our clients. She has seven years of experience working in executive administration in both local government and non-profit sectors. Ms. Pervinich received her Bachelor of Arts degree in Communication Studies from Southwestern University, Georgetown, Texas.

CLIENTS/REFERENCES

CLIENTS

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

Wayne County, MI

Deputy Chief Director of Personnel and Chief Deputy CFO/2010

Broward County, FL

Assistant Director of Economic & Small Business Development/2010; County Attorney/2011; Port Everglades Chief Executive/Port Director/2012; Port Everglades Director of Business Development/2012

Sumter County, FL

Public Works Director/2010; Fire Chief/2011; Development Services Director/2012

San Antonio Housing Authority (SAHA), TX

Development Services & Neighborhood Revitalization Officer/2010 and Director of Human Resources & Employee Development/2010; Director of Community Development Initiatives/2012; Director of Information Technology/2012; Chief Operations Officer/2012

SOS Children's Villages - Florida

Chief Executive Officer/2012

Virginia Commonwealth University (VCU), Richmond, VA

Police Chief/2010

New Orleans Redevelopment Authority, LA

Executive Director/2010

City of Oak Creek, WI

City Administrator/2010

Houston Housing Authority, Houston, TX

President/CEO/2011

City of Durham, NC

Director of Technology Solutions/2010

City of Fort Lauderdale, FL

City Manager/2011; City Attorney/2012;

Building Official/2014

City of Topeka, KS

City Manager/2012

Rochester-Genesee Regional Transportation Authority (RGRTA), NY

Chief Executive Officer (CEO)/2010

City of Arlington, TX

Deputy City Manager/2011

Parks & Recreation Director/2012

Florida Public Transportation Association (FPTA)

Executive Director/2011

Early Learning Coalition of Broward County, Inc.

Chief Executive Officer/2011

City of Gainesville, FL

City Attorney/2012

Housing Authority of the City of Austin, TX

President/CEO/2012

City of Dallas, TX

Assistant Director of Transportation Operations/2012; Assistant Director of Water Utilities/2012; City Manager/2013

El Paso Water Utilities-Public Service Board

President/CEO/2012

City of Miami Beach, FL

City Manager/2012

Louisiana Housing Corporation, LA

Executive Director/2012

Children's Board of Hillsborough County

Executive Director/2012

Alachua County, FL

County Manager/2013

Housing Authority of the City of Brownsville, TX

Chief Executive Officer/2013

Pasco County, FL

County Manager/2013

Lee County, FL

County Manager/2013; County Attorney/2013

Pinellas Suncoast Transit Authority (PSTA), FL

Chief Financial Officer/2013

City of Tallahassee, FL

Consolidated Dispatch Intergovernmental Agency Director, Human Resources Manager, Fire Chief, and Director of Airport/2013

Orange County, FL

Chief of Corrections

Hillsborough County, FL Head Start Division

Director/2013

City of Quincy, FL

Finance Director/2013

Fort Worth Housing Authority, TX

President/CEO/2013

Wake County, NC

County Manager/2013

Metropolitan Washington Airports Authority

Vice President for Public Safety/2013

Scott Emergency Communications Center (Scott County, Iowa)

Emergency Services Dispatch Director/2013

City of Virginia Beach, VA

Deputy City Manager/2014; Assistant Human Services Director/2014

City of Coconut Creek, FL

City Attorney/2014

REFERENCES

Clients and candidates provide the best testament of our ability to conduct quality searches. Listed below are a few clients for whom S. Renée Narloch & Associates' recruiters have conducted searches. The average tenure of placements is approximately five years.

CLIENT: City of Coconut Creek, FL
REFERENCE: Ms. Mary Blasi, City Manager
4800 W Copans Road, Coconut Creek, FL, 33063
(954) 973-6720; MBlasi@coconutcreek.net
POSITION: City Attorney

CLIENT: City of Fort Lauderdale, FL
REFERENCE: Ms. Maxine Singh, Commission Assistant Coordinator
100 N. Andrews Avenue, Fort Lauderdale, FL, 33301
(954)-828-5005; msingh@fortlauderdale.gov
POSITION: City Attorney; City Manager

CLIENT: Broward County, FL
REFERENCE: Mr. Michael Chasin, Human Resources Manager
115 S. Andrews Avenue, Room 520, Fort Lauderdale, FL, 33301
(954) 357-6434; mchasin@broward.org
POSITION: County Attorney; Assistant Director of Economic & Small Business
Development; Port Everglades Chief Executive/Port Director; Port Everglades
Director of Business Development

CLIENT: City of North Port, FL
REFERENCE: Ms. Helen Raimbeau, City Clerk, MMC
4970 City Hall Blvd, North Port, FL, 34286
(941) 419-7063; hrambeau@cityofnorthport.com
POSITION: City Attorney

CLIENT: City of Gainesville, FL
REFERENCE: Ms. Cheryl McBride, Human Resources Manager
222 E. University Avenue, Station 20, Gainesville, FL, 32602
(352) 393-8704; mcbridecf@cityofgainesville.org
POSITION: City Attorney; City Auditor

COST PROPOSAL

PROFESSIONAL FEE AND EXPENSES

The professional fee for conducting this recruitment on behalf of the City of Fort Pierce is \$17,000, plus actual expenses. Services covered by the fee consist of all steps outlined in this proposal, including three (3) days of meetings on site. Expenses are estimated to not exceed \$7,500 and include items such as the cost of consultant travel, clerical support, placement of ads, newspaper searches, education verification, as well as criminal and civil checks. In addition, postage, photocopying, and telephone charges are included and will be allocated. Expenses related to the use of audio/video conferencing equipment for interviews, and candidates' travel for interviews, are the responsibility of the City of Fort Pierce.

CANDIDATE TRAVEL

With respect to candidate travel for interviews, we typically ask candidates to make their travel arrangements and advise them the City will reimburse them directly for reasonable airfare, hotel, and auto expenses, if allowed. We advise candidates what is standard and customary in the industry, as well as the City'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 City of Fort Pierce monthly for professional fees and expenses for services incurred as of the date of the invoice. We expect payment of invoice within 30 days of receipt by the City. 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 City. We are confident in our ability to recruit outstanding candidates and do not expect the City to find it necessary to exercise this provision.

SCHEDULE

We are available to begin the search for the City Attorney immediately, and our current workload is such that we can ensure the City 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 meeting with the City staff and others involved in the process
2	Develop recruitment brochure and advertisements
3	City 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 City staff and others involved in the process
15	Candidates interview with the City, follow-up interviews, and consultant reference/background checks
16	Candidate selected