

**Executive Recruitment Services for  
Town Administrator**

PROPOSAL September 9, 2021

# Town of St. Michaels





## **Diversity and inclusion are an integral part of Raftelis' core values.**

We are committed to doing our part to fight prejudice, racism, and discrimination by becoming more informed, disengaging with business partners that do not share this commitment, and encouraging our employees to use their skills to work toward a more just society that has no barriers to opportunity.

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September 9, 2021

Mr. Jeff Rhodes  
Interim Town Administrator  
Town of St. Michaels  
300 Mill St.  
St. Michaels, MD 21663

Dear Mr. Rhodes:

We are pleased to submit this proposal for executive search services to assist the Town of St. Michaels with the recruitment of a Town Administrator. Our focus has always been to help local government and utility clients solve their financial, organizational, and technology challenges. We are dedicated to providing management consulting services, including executive search, to organizations across the country.

The Novak Consulting Group (TNCG) and Raftelis have always shared a focus on delivering lasting solutions for public-sector agencies. In January 2020, TNCG joined Raftelis. Today, we provide our clients with wide-ranging capabilities and resources in financial, management, technology, and communications consulting for all areas of local government. Our clients now have the expertise of over 120 of the country's leading public-sector consultants. We know that our combined capabilities and resources will provide added value to our clients.

Our project team for the Town comprises skilled professionals, seasoned in local government management with search experience across the country. Our team has completed over 210 searches, and we have had significant success in identifying and retaining successful candidates who meet each organization's unique set of needs and expectations. We are confident our approach will result in a successful leader for the organization. Our mission is to strengthen communities, and we do this by helping them find the best leaders to help move their organizations forward.

We look forward to the opportunity to serve the Town of St. Michaels. If you have any questions, please contact Catherine Tuck Parrish, our executive search practice leader located in Maryland, using the following contact information.

Catherine Tuck Parrish, Vice President  
Phone: 240.832.1778 / Email: [ctuckparrish@raftelis.com](mailto:ctuckparrish@raftelis.com)

Sincerely,



**Julia Novak**  
*Executive Vice President*

# Executive Search Strategy

When organizations need to fill key positions, they turn to Raftelis and benefit from this guiding principle: meaningful hiring involves finding the right employee and preparing them for ongoing success. Our approach to executive search services comprises three key phases.

## Inquiring, Understanding, and Defining

Each of our clients has a unique culture and set of objectives. Because selecting the right individual is critical to success, we begin our relationship by conducting a needs assessment to identify the specific benchmarks the search must accomplish. We will identify qualifications and requirements as well as map out the new hire's first-year goals, so both our client and the employee remain on the same track for success. We will build an accurate position profile, thus ensuring we attract the right people for the position.

## Candidate Search and Evaluation

To reach the right candidates, Raftelis customizes each search process to fit the client's needs. Often, the professionals who best fit an open position are already employed and not searching for a traditional job posting. So, we leverage our extensive, diverse professional network to attract the best talent nationwide. We have been successful in identifying a candidate pool that is racially, ethnically, and gender diverse. We are committed to helping local government leadership positions reflect the communities they serve. We work closely with several organizations that support this goal, and we advertise in national publications that target people of color and women, including the National Forum of Black Public Administrators (NFBPA), Local Government Hispanic Network, and the League of Women in Government. We intentionally seek well-qualified women and people of color, so our clients have excellent choices. Once the right candidates are found, we help manage the hiring process from interviews to background checks. Our in-depth service empowers clients to achieve their goals at every step.

**39% of our recruitments resulted in the hiring of women.**

**21% of our recruitments resulted in the hiring of people of color.**

## Supporting Success

We support the top candidate's long-term success by creating a goals-driven work plan actionable from day one. Many firms focus solely on finding qualified applicants, leaving the client on their own once the position is filled. Our team, however, uses the objectives gathered during the inquiry stage to prepare new hires for their first year. We follow up to ensure continued progress, productivity, and satisfaction for the employee and our client.

We take a tailored, goals-based approach to each recruitment. By looking beyond the hiring process, our holistic view ensures that each candidate will fit the role as well as the organization. In the end, we are not just looking for a successful professional; we are finding the right employee to be successful in their new position long after they are hired.

# Work Plan

**THE FOLLOWING PROVIDES A DETAILED DESCRIPTION OF OUR WORK PLAN FOR THE TOWN ADMINISTRATOR RECRUITMENT.**

## **Activity 1 – Develop Candidate Profile**

We will begin this engagement by developing a clear picture of the successful candidate for this position. Our team will start by speaking with each Commissioner individually by phone or video conference. We will also facilitate a meeting with the department directors to gather input from the staff's point of view on what is needed for the next Town Administrator. We will discuss not just the technical skills needed for the position but also what makes for the right organizational fit in terms of traits and experiences. If desired, we can also gather online input in a simple survey for residents and community stakeholders. We generally conduct our initial work, candidate review meeting, and interviews in person and are well situated to do that. However, we are also able to conduct our work virtually, if desired.

Based on the information learned from our meetings, we will develop a recruitment plan and timeline that includes Maryland and the nation. We will prepare a position profile that is unique to the Town of St. Michaels. The profile will identify the organization's needs, the strategic challenges of the position, and the personal and professional characteristics of the successful candidate. This document drives the recruitment. It focuses our efforts on the most capable candidates, and it helps us to persuade candidates to pursue the position.

Our team will also develop first-year organizational goals for the successful candidate. These goals will ensure that the applicants know what will be expected of them should they be hired, that St. Michaels has thought about what it wants the person to accomplish in the first year, and the successful candidate can hit the ground running with a work plan. Once drafted, we will review the recruitment plan and timeline, position profile, and first-year goals with the Commissioners. Modifications will be made as necessary before recruitment begins.

### **DELIVERABLES:**

- Detailed recruitment process documents, including recruitment plan and timeline, position profile, and first-year goals

## **Activity 2 – Conduct Active Recruitment and Screening**

As part of the recruitment plan, we will identify key states and metro areas to focus our targeted recruitment. We will prepare and place advertisements in state and national publications and websites to attract candidates from throughout the United States. While this will be a national search, we will target our efforts to those key areas identified in the recruitment plan.

We will place job postings with national, state, and regional professional organizations and private organizations focused on innovation that are appropriate for the position and other places as identified in the recruitment plan. Some of these include the International City/County Management Association, Maryland Municipal League, Local Government Hispanic Network, Engaging Local Government Leaders, and other job posting sites.

As soon as the advertisements are completed, we will begin the process of actively and aggressively marketing the position and identifying qualified candidates for assessment. We will pinpoint individuals and jurisdictions to reach out to

directly through phone and email. We will also utilize social media (LinkedIn, Twitter, and Facebook) to broaden our reach. We have found that this combination of outreach is an effective way to reach top applicants, especially those who are not currently in the job market but may be willing to consider a move to an excellent organization like the Town of St. Michaels.

We will reach out to the applicants in our extensive database as well as the prospective candidates we have targeted in previous recruitments for a similar position. Our team will also develop a list of additional candidates to pursue based on the Town's unique needs. Our outreach includes seeking well-qualified women and people of color and encouraging them to apply.

As applications are received, we will acknowledge each one and keep applicants aware of the status of the process. We will screen each applicant against the position profile and first-year goals. We will conduct interviews via phone or videoconference with those who most closely meet the profile to learn more about their interest, qualifications, and experience for this position. A written summary of these candidates will be prepared and shared with the Commissioners. We will then meet with the Commissioners to discuss the most qualified candidates who have the requisite skills, experiences, and traits needed for success in the position. Based on the Commissioners' direction, we will finalize a list of four to six candidates to invite for in-person interviews.

#### DELIVERABLES

- Placement of ads and job postings
- Targeted outreach to passive candidates
- Candidate review materials including screening results and internet search

### Activity 3 – Support Interviews and Selection

Each person you wish to interview will then be contacted again by our recruitment team. We will plan and facilitate a multi-step interview process specific to the position. The process could include writing exercises, presentations, panel interviews, tours, and a key staff meet-and-greet. A book that contains customized interview questions and information about each of the candidates invited to interview will be provided to those involved in the interview process. We will also facilitate pre- and post-interview briefings.

Our team will coordinate the logistics of the process and provide the candidates with the details along with any travel policy requirements or other information. We will also work with the Town to ensure a suitable venue is arranged for the interviews. Expenses for the candidates will be borne and reimbursed directly by the Town.

The Commissioners will select the top candidate. We can help make a well-informed choice by framing what we have learned about the candidates in the context of the position and its requirements. We will speak with candidates' references to confirm the strength of their credentials. We will also conduct a media check to review published information found in search engines, online publications, and social media. Reference and background checks will be performed based on direction from the Commissioners.

We also can assist in negotiating the employment offer, if requested. We will keep candidates apprised of their status and release them at the appropriate time.

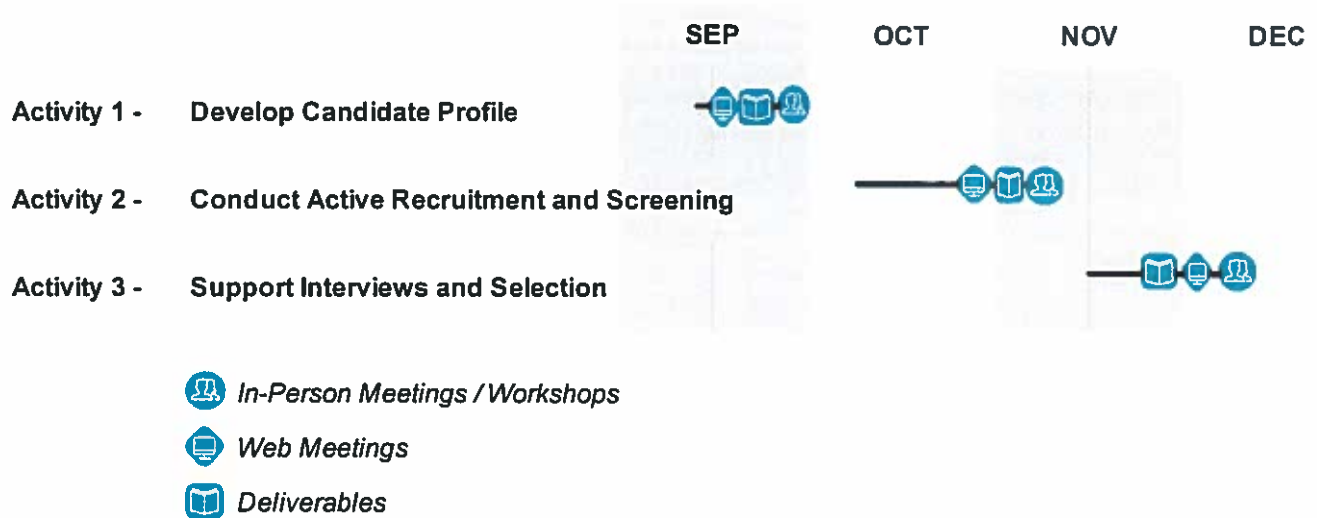
#### DELIVERABLES

- Interview book materials including references and background checks



# Recruitment Schedule

Included below is a draft timeline. We expect to review this with the Town during Activity 1 and adjust it as necessary as we develop the recruitment plan.



# References

Our team is uniquely positioned to perform this recruitment because of our knowledge of local government and our extensive network across the nation. Our clients tell us we are more than just consultants—we are trusted advisors. The following table lists a few comparable recruitments we have conducted and references for each of them.

Client	Reference
<p><b>City of Takoma Park, Maryland</b></p> <ul style="list-style-type: none"> <li>• City Manager (2020)</li> <li>• Deputy City Manager (2020 – partial search)</li> </ul>	<p>Suzanne Ludlow, City Manager                      (301) 891-7229 <a href="mailto:SuzanneL@takomaparkmd.gov">SuzanneL@takomaparkmd.gov</a></p>
<p><b>City of Rockville, Maryland</b></p> <ul style="list-style-type: none"> <li>• City Attorney (2021)</li> <li>• City Manager (2016)</li> <li>• Community Planning and Development Services Director (2018)</li> </ul>	<p>Bridget Donnell Newton, Mayor                      (240) 314-8291 <a href="mailto:bnewton@rockvillemd.gov">bnewton@rockvillemd.gov</a></p>
<p><b>City of Gaithersburg, Maryland</b></p> <ul style="list-style-type: none"> <li>• City Manager (2020)</li> <li>• Finance Director (2020)</li> <li>• Director of Finance and Administration (2019)</li> <li>• Engineering Services Division Chief (2019)</li> <li>• Public Works Director (2013, 2020)</li> </ul>	<p>Tanisha Briley, City Manager                      (301) 258-6300 <a href="mailto:Tanisha.Briley@gaithersburgmd.gov">Tanisha.Briley@gaithersburgmd.gov</a></p> <p>Dennis Enslinger, Deputy City Manager                      (301) 258-6310 <a href="mailto:dennis.enslinger@gaithersburgmd.gov">dennis.enslinger@gaithersburgmd.gov</a></p>
<p><b>Town of Garrett Park, Maryland</b></p> <ul style="list-style-type: none"> <li>• Town Manager (2013 and 2018)</li> </ul>	<p>Andrea Fox, Town Manager                      (301) 933-7488 <a href="mailto:managerandrea@garrettparkmd.gov">managerandrea@garrettparkmd.gov</a></p>
<p><b>City of Fairfax, Virginia</b></p> <ul style="list-style-type: none"> <li>• City Manager (2018)</li> <li>• Police Chief (2018)</li> </ul>	<p>Robert Stalzer, City Manager                      (703) 385-7850 <a href="mailto:rob.stalzer@fairfaxva.gov">rob.stalzer@fairfaxva.gov</a></p> <p>Sara Greer, Director of Human Resources                      (703) 385-7835 <a href="mailto:Sara.greer@fairfaxva.gov">Sara.greer@fairfaxva.gov</a></p>

# Who We Are

## **RAFTELIS AND THE NOVAK CONSULTING GROUP, STRENGTHENING ORGANIZATIONS FOR THE COMMUNITIES THEY SERVE AND THE PEOPLE WHO WORK IN THEM**

Raftelis/TNCG provides public-sector organizations with insights and expertise to help them operate as high-performing, sustainable entities providing essential services to their citizens. We help our clients solve their financial, organizational, technology, and communication challenges, achieve their objectives, and, ultimately, make their communities better places to live, work, and play.

### **TNCG is Now Part of Raftelis**

TNCG and Raftelis have always shared a focus on delivering lasting solutions for public-sector agencies. In January 2020, TNCG joined Raftelis. Today, we provide our clients with wide-ranging capabilities and resources in financial, management, technology, and communications consulting for all areas of local government. Our clients now have the expertise of more than 120 of the country's leading public sector consultants, who have decades of local government experience. We know that our combined capabilities and resources will provide added value to our clients, and we're excited about what we can accomplish together.

### **Firm History**

Raftelis is a subchapter S-Corporation incorporated in the state of North Carolina on April 23, 2004. The predecessor to Raftelis, Raftelis Environmental Consulting Group, Inc., was established on May 10, 1993 by George A. Raftelis to provide financial and management consulting services of the highest quality to public-sector clients. In 1999, the firm's name was changed to Raftelis Financial Consulting, PA. Following the sale of a portion of the firm to a group of employees on April 22, 2004, the firm's name changed to Raftelis Financial Consultants, Inc., which remains the firm's legal name. We currently do business as Raftelis.

### **Number of Staff**

The Town of St. Michaels will have the support of our full staff of 146 employees, including 127 consultants and 19 support staff to provide administrative, billing, and graphic design services.

### **Number of Clients Served**

Our staff has assisted more than 1,200 local governments and utilities across the U.S., including some of the largest and most complex agencies in the nation.

**+ VISIT [RAFTELIS.COM](https://www.raftelis.com) OR [THENOVAKCONSULTINGGROUP.COM](https://www.thenovakconsultinggroup.com) TO LEARN MORE**

# Firm Capabilities



## Finance

- Affordability
- Debt issuance support
- Financial and capital planning
- Rate, charge, and fee studies



## Technology

- Billing, permitting, and customer information audits
- Business process development
- Data management, analytics, and visualization
- Performance measurement and dashboarding
- Software solutions



## Management

- Executive recruitment
- Organizational and operational assessments
- Program development and implementation support
- Strategic planning



## Communication

- Graphic design and creative services
- Media and spokesperson training
- Public involvement and community outreach
- Risk and crisis communication
- Social media strategy
- Strategic communication planning

# The Right Fit



## RESOURCES & EXPERTISE

**This engagement will require the resources necessary to effectively recruit for your unique position and the skillsets to complete all of the required components.**

With over 120 consultants, Raftelis has one of the largest local government management and financial consulting practices in the nation. Our depth of resources will allow us to provide St. Michaels with the technical expertise necessary to meet your objectives. In addition to having many of the industry's leading management and financial consultants, we also have experts in key related areas, like stakeholder engagement and data analytics, to provide additional insights as needed.



## DECADES OF COLLECTIVE EXPERIENCE

**Our associates and subject matter experts have decades of experience in strengthening local municipalities and nonprofit organizations.**

They've served in a wide range of positions, from city manager to public works director to chief of police.



## PERSONAL SERVICE FROM SENIOR-LEVEL CONSULTANTS

**You appreciate it when deadlines are met, phone calls are returned, and your challenges are given in-depth, out-of-the-box thinking.**

While other firms may assign your business to junior-level people, our approach provides exceptional service from senior-level consultants.



## NICHE EXPERTISE

**Our expertise lies in strengthening public-sector organizations.**

We're consulting specialists rather than generalists, focusing our strengths to do a highly effective job for a specific group of clients.

# Recent Executive Search Experience

Client	Position	Client	Position
AZ Clarkdale	Town Manager	DE Lewes	Municipal Planning and Development Officer
AZ Cottonwood	City Manager	DE Milford	City Manager
AZ Oro Valley	Chief Financial Officer	DE Milton	Town Manager
AZ Oro Valley	Police Chief	DE Rehoboth Beach	City Manager
AZ Payson	Town Manager	IA Cedar Rapids	Utilities Director
AZ Peoria	Human Resources Director	IL Peoria County	Director, Animal Protection Services
AZ Scottsdale	Economic Development Director	IN Bloomington	Traffic and Transportation Engineer
AZ Yuma	City Administrator	KS Baldwin City	City Administrative Officer
CO Aspen	Community Development Director	KS Edgerton	Building Inspector
CO Boulder	City Manager	KS Edgerton	Community Development Director
CO Boulder	HRIS Manager	KS Johnson County	Human Resources Director
CO Boulder	Human Resources Director	KS Merriam	Finance Director
CO Boulder	Independent Police Monitor	KS Tonganoxie	City Manager
CO Boulder	Planning and Development Services Director	LA Orleans Parish School Board	Chief Operations Officer
CO Boulder	Total Rewards Senior Manager	MD Aberdeen	Director of APG Privatization
CO Fort Collins	Deputy City Manager	MD Aberdeen	Police Chief
CO Lafayette	City Administrator	MD Aberdeen	Public Works Director
CO Louisville	City Manager	MD Berwyn Heights	Code Supervisor
CO Louisville	Director of Parks and Recreation	MD Berwyn Heights	Town Administrator
CO Louisville	Director of Planning and Building Safety	MD Cambridge	City Manager
CO Loveland	Budget Manager*	MD Charles County	Director of Community Services*
CO Loveland	Chief Financial Officer*	MD Charles County	Engineer IV*
CO Loveland	Economic Development Director*	MD Gaithersburg	City Manager
CO Northglenn	Human Resources Director	MD Gaithersburg	Director of Finance and Administration
CT Greenwich	Town Administrator	MD Gaithersburg	Engineering Services Division Chief
CT Mansfield	Town Manager	MD Gaithersburg	Finance Director
CT Meriden	City Manager	MD Gaithersburg	Public Works Director
CT Windsor	Police Chief	MD Garrett Park	Town Manager
DE Kent County	County Engineer/Public Works Director	MD La Plata	Planning Director

<b>Client</b>	<b>Position</b>	<b>Client</b>	<b>Position</b>
MD La Plata	Police Chief	OH Dayton	Financial Officer
MD La Plata	Town Manager	OH Dublin	City Manager
MD La Plata	Town Treasurer	OH Dublin	Director of Public Service
MD Mount Rainier	City Manager	OH Granville	Village Manager
MD New Carrollton	City Administrative Officer	OH Hilliard	City Manager
MD Ocean Pines Association	General Manager	OH Hudson	City Manager
MD Riverdale Park	Town Manager	OH Jackson Township	Township Administrator
MD Rockville	City Manager	OH Miami Township	Township Administrator
MD Rockville	Community Planning and Development Services Director	OH Moraine	City Manager
MD Sykesville	Town Manager	OH Oberlin	Fire Chief
MD Takoma Park	Deputy City Manager*	OH Oberlin	Police Chief
MD Westminster	Finance Director	OH Portsmouth	City Manager
MD Westminster	Human Resources Director	OH Prairie Township	Township Administrator
MI Ann Arbor	Human Resources Director	OH Sandusky	City Manager
MI Novi	Assistant City Manager	OH Solid Waste Authority of Central Ohio (SWACO)	Director of Administration
MI Novi	Finance Director	OH The Port - an Ohio Port Authority	Industrial Development Manager
MI Oakland County	Human Resources Director	OH The Port - an Ohio Port Authority	Vice President of Communications and Marketing
MI Rochester Hills	Chief Financial Officer	OH The Port - an Ohio Port Authority	Vice President of Economic Equity
MO Chesterfield	City Administrator	OH Union County	County Administrator
MO Clayton	City Manager	OH Upper Arlington	Assistant City Manager*
MO Lee's Summit	Human Resources Director	OH Upper Arlington	Police Chief
MT Helena	City Manager	OH Washington Township	Township Administrator
NH Keene	City Manager	OH West Chester Township	Township Administrator
NM Las Cruces	City Manager	OH Westerville	City Manager
NY Batavia	City Manager	OH Westerville	Deputy Director of Planning and Development
NY Oneonta	City Manager	OH Westerville	Finance Director
OH Centerville	City Manager	OH Worthington	Assistant Fire Chief
OH Cleveland Heights	City Manager	OR Beaverton	Interim City Manager
OH Cleveland Heights	Finance Director	OR Hillsboro	Library Director

Client	Position	Client	Position
OR Hood River	Public Works Director	VA Harrisonburg	Police Chief
OR Lake Oswego	City Attorney	VA Leesburg	Town Attorney
OR Lane County	Public Works Director	VA Loudoun County	Animal Services Director
OR Newberg	Assistant City Manager	VA Loudoun County	Assistant County Administrator
OR Newberg	Public Works Director	VA Loudoun County	Assistant Director of Human Resources
OR Washington County	County Administrator	VA Loudoun County	Chief Financial Officer
OR Washington County	County Counsel	VA Loudoun County	County Attorney
OR Washington County	Interim County Administrator	VA Loudoun County	Economic Development Director
PA Breakneck Creek Regional Authority	Manager	VA Loudoun County	Family Services Director
PA Carlisle Borough	Police Chief	VA Loudoun County	Finance Director
PA Farrell	City Manager	VA Loudoun County	Mapping and Geographic Information Director
TX Abilene	City Engineer	VA Loudoun County	Mental Health, Substance Abuse, and Developmental Services Director
TX Abilene	Library Director	VA Loudoun County	Parks, Recreation, and Community Services Director
TX Lancaster	Assistant City Manager	VA Loudoun County	Planning and Zoning Director
TX Lancaster	Finance Director	VA Loudoun County	Systemwide Fire Chief
TX University Park	Human Resources Director	VA Newport News	Engineering Director
VA Albemarle County	Chief Financial Officer	VA Newport News	Waterworks Director
VA Alexandria	Controller	VA Virginia Retirement System	Human Resources Director
VA Arlington County	Central Library Services Division Chief*	VA Warrenton	Town Manager
VA Arlington County	Housing Director*	WA Camas	City Administrator
VA Ashland	Town Manager	WA Sammamish	Public Works Director
VA Bedford County	County Administrator	WA Shoreline	Administrative Services Director
VA Bedford County	Deputy Fire Chief*	WA Shoreline	City Manager
VA Bedford County	Finance Director	WA Shoreline	Human Resources and Organizational Development Director
VA Fairfax	City Manager	WA Spokane Regional Health District	Deputy Administrative Officer
VA Fairfax	Police Chief	WI Central Brown County Water Authority	Manager
VA Fairfax County	County Executive	WI Mequon	City Administrator
VA Fairfax County	Deputy County Executive	WV Morgantown	City Manager
VA Harrisonburg	City Manager		
VA Harrisonburg	Human Resources Director		



# Catherine Tuck Parrish

## PROJECT DIRECTOR AND LEAD RECRUITER

Vice President – Executive Search



### PROFILE

Catherine has 30 years of management experience working for local governments of all sizes, nonprofit organizations, and associations. She leads the firm's executive search practice and has conducted over 160 searches for manager/ administrator; police chief; fire chief; directors of public works, planning, economic development, finance, human resources, and human services; and many other key positions in local governments across the country.

In addition to executive recruitment, she has facilitated numerous governing body workshops, staff retreats, and strategic planning sessions. Her work as a consultant includes project management and contributions to several local government projects such as process improvement studies, departmental assessments, planning and permitting process reviews, and policy development.

Catherine's most recent local government experience was as deputy city manager in Rockville, Maryland, where she oversaw parks and recreation, human resources, information technology, finance, neighborhood resources (citizen engagement), communications, customer service, and intergovernmental functions. She also served as acting city manager in Rockville for nearly a year. Before joining the City of Rockville, Catherine served as assistant to the county executive in Fairfax County, Virginia, working on change management issues, including a new pay system, employee surveys, implementation plans, and internal communication improvements. Catherine also served as an ethics advisor at the International City/County Management Association (ICMA), counseling elected officials and citizen groups regarding employment agreements, form of government issues, and recruitment. Additionally, she worked for the city of Denton, Texas.

She chaired the ICMA's Acting Manager Task Force, which produced a handbook for interim managers. She also led the Maryland City/County Management Association (MCCMA) as president and vice president. She served as president, vice president, and secretary of the Metropolitan Association of Local Government Assistants in the Washington, D.C. metro area. Catherine has spoken at national and state conferences on a variety of topics, including recruitment trends, civility, effective Councils, ethics, forms of government, human resources, long-term financial planning, budget strategies, developing high performing organizations, and leadership. She has also spoken at the National League of Cities' Leadership Training Institute on recruiting and evaluating the CEO. She is a certified instructor of the Myers-Briggs Type Indicator instrument.

### Specialties

- Executive search
- Strategic planning
- Facilitation
- Strategy development and implementation
- Community engagement
- Employee engagement

### Professional History

- Raftelis: Vice President (2020-present)
- The Novak Consulting Group: Executive Search Practice Leader (2010-2020)
- Management Partners: Senior Manager (2009-2010)
- City of Rockville, Maryland: Deputy City Manager/Acting City Manager/ Assistant City Manager (2001-2009)
- Fairfax County, Virginia: Assistant to the County Executive (1998 -2001)
- ICMA: Ethics Advisor/ Senior Local Government Programs Manager (1994-1998)
- City of Denton, Texas: Administrative Assistant to the City Manager (1990-1994)

### Education

- Master of Public Administration - University of Kansas (1990)
- Bachelor of Arts in Communication Studies/Personnel Administration - University of Kansas (1988)

### Professional Memberships

- International City/County Management Association (ICMA)
- Engaging Local Government Leaders (ELGL)
- Maryland City/County Management Association (MCCMA)

# Carly Trimboli

## RECRUITMENT SPECIALIST

Associate Consultant

### PROFILE

Before joining Raftelis in 2021, Carly served as the Associate Director of the University of Cincinnati Carl H. Lindner College of Business Career Services Center.

As an Associate Director for Career Services, Carly supervised several staff members and managed a caseload of over 600 undergraduate and graduate marketing students, providing career development and coaching services related to job search strategies. She partnered with local, regional, and national employers to identify and hire top talent. Carly also led curriculum design and content for all career-related courses required for business students through continuous improvement, data-driven decision making, and best practices for instructional pedagogy. *Creating and Improving a Career Success Strategies Course* was recently published in the National Association of Colleges and Employers Journal in late 2020. This publication analyzed confidence outcomes for undergraduate business students over a three-year period utilizing pre- and post-assessment data.

Prior to working in Career Services, Carly was an academic advisor for business students and a career counselor for UC's regional campus in Blue Ash, Ohio.

Carly has a Bachelor of Science in communication from Ohio University and a master's in counselor education (school counseling) from The Ohio State University.



### Specialties

- Executive search
- Recruiting
- Data analysis

### Professional History

- Raftelis: Associate Consultant (2021-present)
- University of Cincinnati Carl H. Lindner College of Business Career Services Center, Associate & Assistant Director (2015-2021)
- University of Cincinnati Carl H. Lindner College of Business Undergraduate Programs Office, Assistant Director (2013-2015)
- University of Cincinnati Blue Ash College, Career Counselor (2008-2013)

### Education

- Master of Arts, School Counseling, The Ohio State University, Columbus, OH (2008)
- Bachelor of Science in Communication, Ohio University, Athens, OH (2006)

# Fee

The total fixed fee to complete the Town Administrator recruitment, as outlined in this proposal, is \$24,500. This includes all professional fees and expenses for Raftelis.

We estimate the following additional costs to the Town of St. Michaels, which would be billed at cost.

<b>Advertising</b>	Approximately \$2,000-\$2,500
<b>Background checks</b>	Estimated at \$175-\$500/finalist
<b>Finalists' interview travel</b>	Borne and reimbursed directly to the finalists by the Town

Advertising and background checks are invoiced as completed. The fixed fee will be invoiced as follows:

<b>Activity 1 – \$8,612</b>	After delivery of the recruitment documents <ul style="list-style-type: none"> <li>• Recruitment plan</li> <li>• Recruitment brochure</li> <li>• First-year goals</li> </ul>
<b>Activity 2 – \$10,767</b>	After the candidate review
<b>Activity 3 – \$5,121</b>	After the interviews are completed