

**HIGHLAND REDEVELOPMENT COMMISSION  
SPECIAL PUBLIC MEETING  
WEDNESDAY, May 8, 2017**

Members of the Highland Redevelopment Commission (“RC”, “Commission”) met on Monday, May 8, 2017, at 7:36 PM in the Council Chambers within the Municipal Building at 3333 Ridge Road, Highland, Indiana in a Special Public Business meeting. President Bernie Zemen called the meeting to order. Minutes were prepared by Cecile Petro, Redevelopment Director.

**ROLL CALL:** Commissioners present included Steve Wagner, Michael Griffin, Dan Vassar, Bernie Zemen, and Mark Herak. Also present was the Redevelopment Director Cecile Petro.

**NEW BUSINESS:**

Commissioner Griffin made a motion to Approve a Contract with HRGovUSE to Recruit, Review, and Assist with the Selection of a Successor Candidate for Redevelopment Director. Commissioner Vassar seconded the motion. **Upon a roll call vote, there were five affirmatives and no negatives. The motion passed. The contract was approved.**

**ADJOURNMENT:**

Commissioner Griffin made a motion to adjourn the meeting at 7:42 PM. Commissioner Vassar seconded the motion. **Upon a roll call vote, there were five affirmatives and no negatives. The motion carried. The meeting was adjourned.**



April 19, 2017

Mr. Michael W. Griffin  
Clerk-Treasurer  
Town of Highland  
3333 Ridge Road  
Highland, Indiana 46322-2049

Dear Mr. Griffin:

Thank you for the opportunity to provide you with a Limited Scope Recruitment proposal for the Town of Highland's recruitment and selection process for the Redevelopment Director. GovHR USA ("GovHR") is pleased to offer this option to Clients who require only partial assistance with a recruitment.

### **QUALIFICATIONS AND EXPERIENCE**

GovHR 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. GovHR is certified as an FBE (Female Business Enterprise) in the State of Illinois.

GovHR was established in 2009 as Voorhees Associates, LLC. In January, 2014 Voorhees Associates combined with GovTempsUSA to form GovHR USA. This combination enables us to more effectively serve our clients by utilizing our combined resources to provide not only executive recruiting and management consulting, but also temporary staffing solutions, including short-term, long-term, and interim placements. Our headquarters offices are in Northbrook, Illinois. GovHR is led by Heidi Voorhees, President, and Joellen Earl, CEO. Ms. Voorhees 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 250 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 12 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. Ms. Earl is a seasoned manager, with expertise in public sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Earl has worked in forms of government ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services.

The firm has a total of twenty-three consultants, both generalists and specialists (public safety, finance, parks, etc.), who are based in Arizona, Florida, Illinois, Indiana, Michigan, and Wisconsin, as well as five reference specialists and eight support staff

#### **Experience**

GovHR has completed more than 360 recruitments since its establishment in 2009. Our consultants are experienced executive recruiters who have conducted over 600 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.

630 Dundee Road, Suite 130, Northbrook, Illinois 60062

Local: 847.380.3240 Toll Free: 855.68GovHR (855.684.6847) Fax: 866.401.3100 GovHRUSA.com

EXECUTIVE RECRUITMENT • INTERIM STAFFING • MANAGEMENT AND HUMAN RESOURCE CONSULTING

### **Consultant Assigned**

GovHR Vice President Sarah McKee will be responsible for your recruitment and selection process. Her biography is attached to this Proposal and her contact information is:

Sarah McKee  
Vice President  
GovHR USA LLC  
630 Dundee Road, Suite 130  
Northbrook, IL 60062  
Telephone: (847) 867-5151  
Facsimile 866.401.3100  
[SMcKee@GovHRusa.com](mailto:SMcKee@GovHRusa.com)

Ms. McKee has extensive experience as a local government manager and in non-profit management. She is known for her ability to create a harmonious work environment and for inspiring people to reach beyond their own preconceived expectations to achieve more. She has conducted recruitments for a variety of positions including, City Manager/Administrator, Public Works Director, Fire Chief, Human Resource Director, Building Director, Bridge and Road Director and non-profit Executive Director in various states including Illinois, Indiana, West Virginia and Colorado. She has also been involved in studies related to organizational structure/development and strategic planning.

A complete list of Ms. McKee's and GovHR's clients is available on our website at [www.govhrusa.com](http://www.govhrusa.com).

### **References**

The following references can speak to the quality of service provided by GovHR (references marked \* were conducted under the firm's previous name, Voorhees Associates):

#### **San Miguel County, CO (Road and Bridge Director, 2016) – Sarah McKee and Cristi Musser**

Lynn Black  
County Administrator  
335 W. Colorado Ave  
Telluride, CO 81435  
970-728-3844  
[lynnb@sanmiguelcountyco.gov](mailto:lynnb@sanmiguelcountyco.gov)

#### **East Moline (City Administrator, 2016) – Sarah McKee**

John Thodos  
Mayor, City of East Moline  
915 16th Ave  
East Moline, IL 61244  
309-752-1599  
[jthodos@eastmoline.com](mailto:jthodos@eastmoline.com)

#### **North Chicago (Director of Human Resources, 2015) – Sarah McKee**

Deb Waszak  
Chief of Staff  
1850 Lewis Ave  
North Chicago, IL 60064  
847-596-8641  
[debwas@northchicago.org](mailto:debwas@northchicago.org)

## 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. GovHR clients are kept informed of the progress of a recruitment throughout the recruitment process. 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.

GovHR suggests the following approach to your recruitments, subject to your requests for modification:

### **Phase I – Position Assessment, Job Announcement and Pamphlet Development**

Phase I will include the following steps:

- **Interviews** with the Redevelopment Commission, the Town Council and the Town's senior staff as well as any other individuals you deem appropriate to best understand the responsibilities, challenges, and culture of the Town.
- This process takes about 1/2 day.
- Development of a **Job Announcement**.
- Development of a **Recruitment Flyer** for your review and approval. This Flyer will consist of a brief description of the community, a few candidate traits and a short list of challenges and opportunities and the job ad—all on a single page. This Flyer will be produced as an electronic file.
- Agreement on a detailed **Recruitment Timetable**.

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

Phase II will include the following steps:

- Placement of the Job Announcements in appropriate professional online publications. In addition to public sector publications and web sites, outreach will include LinkedIn and other private sector resources. We can provide the Town with placement recommendations, if so desired.
- The development of a database of potential candidates unique to each position and to the Town of Highland, 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. GovHR consultants have extensive knowledge of the municipal government industry and will personally identify and contact potential candidates. With more than 600 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 Pamphlet.

We will develop a matrix which identifies key traits (taken from the Recruitment Pamphlet) such as education, experience, and the specific skills needed for the position. We will then use these filters to screen the candidates into a group of 15 to 20 semi-finalists.

- Candidates will be interviewed by skype or facetime to fully grasp their qualifications and experience as well as their interpersonal skills. These hour-long interviews ask 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 (two per candidate) and an internet search of each candidate 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.
- All résumés will be acknowledged and contacts and inquiries from candidates will be personally handled by GovHR, ensuring that the Town of Highland's process is professional and well regarded by all who participate.

#### **Phase IV – Presentation of Recommended Candidates**

Phase IV will include the following steps:

- GovHR will prepare a Recruitment Report that presents the credentials of those candidates most qualified for the position. We will provide one copy of this report for the Town to reproduce. 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."
- GovHR will provide you with a log of all candidates who applied for each position. You may also review all of the résumés should you so desire.
- GovHR 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.
- GovHR will notify all applicants of the final appointment, including professional background information on the successful candidate.

GovHR will not be involved in any components of the Recruitment Process beyond the presentation of candidates. As the Limited Scope Recruitment is not a Full Scope Recruitment and Selection Process, GovHR will not:

- conduct background investigations (court, credit, motor vehicle records checks, etc.)
- prepare interview questions or make arrangements for the candidate interviews.
- provide assistance with contract negotiations with finalist candidates.
- offer any guarantee of tenure of the candidates or "redo" the recruitment process if the Client is unsuccessful in hiring someone from the group of recommended candidates.

### 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:

- Weeks 1 - 2            On-site interviews of Town officials and staff, development and approval of recruitment pamphlet  
**Deliverable: recruitment pamphlet**
- Weeks 3 - 8            Placement of professional announcements; candidate identification, screening, interview and evaluation by consultant
- Week 9                    Consultant recommendation to the Commission of qualified candidates  
**Deliverable: recruitment report**
- Week 10                 Selection of candidate finalists by the Commission; additional background and reference checks

Summary of Costs	Price
Recruitment Fee:	<b>\$11,000</b>
Recruitment Expenses: (not to exceed)	<b>3,000</b>
<ul style="list-style-type: none"> <li>➤ Expenses include consultant travel, postage/shipping, telephone, support services, candidate due diligence efforts. copying etc.</li> </ul>	
Advertising:	<b>2,000*</b>
*Advertising costs over \$2,000 will be placed only with client approval. If less than \$2,000, Client is billed only for actual cost.	
<b>Total:</b>	<b>\$16,000**</b>

\*\*This fee does not include travel and accommodations for candidates interviewed. Recruitment pamphlets are produced as electronic files.

#### Payment for Fees and Services

Professional fees and expenses will be invoiced as follows: Recruitment expenses will be itemized with sufficient detail and invoiced as incurred. The Recruitment Fee will be invoiced in two (2) 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. Upon receipt of each invoice the Town will approve payment in accordance with its claims procedures within thirty (30) days of receipt.

**Why Choose GovHR USA?**

We ask you to consider the following as you deliberate:

- We are a leader in the field of local government recruitment and selection with experience in more than 24 states, in communities ranging in population from 1,000 to 1,000,000. More than 28% of our clients are repeat clients showing a high level of satisfaction with our work. We encourage you to call any of our previous clients.
- We are committed to bringing a diverse pool of candidates to your recruitment process. We network extensively with state, city and county management associations, attending more than 20 state and national conferences each year. In addition, we support and attend the meetings of Women Leading Government, the International Hispanic Network, the California Network of Asian Public Administrators, and the National Forum for Black Public Administrators.
- We conduct comprehensive due diligence on candidates. Before we recommend a candidate to you, we will have interviewed them via Skype, conducted reference calls, and media and social media searches. Our knowledge of local government ensures that we can ask probing questions that will verify their expertise.
- We are your partners in this important process. You are welcome to review all the resumes we receive and we will share our honest assessment of the candidates.
- Our goal is your complete satisfaction. We are committed to working with you until you find the candidate that is the best fit for your position.

We believe we have provided you with a comprehensive proposal; however, if you would like a service that you do not see in our proposal, please let us know. We can most likely accommodate your request.

We look forward to working with you on this recruitment and selection process!

Sincerely,

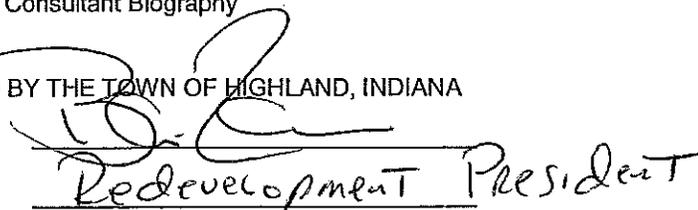


Heidi J. Voorhees  
President  
GovHR USA

Attachment: Consultant Biography

ACCEPTED BY THE TOWN OF HIGHLAND, INDIANA

BY:



TITLE:

Redevelopment President

DATE:

5-8-17

## CONSULTANT BIOGRAPHY

### **Sarah McKee** **Vice President**

Sarah McKee has extensive experience as a local government manager and in non-profit management. She is known for her ability to create a harmonious work environment and for inspiring people to reach beyond their own preconceived expectations to achieve more.

Sarah has been a manager in Johnstown, OH (5,500) and Rolling Meadows, IL (25,000). While managing in Johnstown, the community saw a 20 percent growth in residential and commercial and Sarah was instrumental in establishing their first comprehensive plan as well as a downtown revitalization plan. She was also expanded their industrial park after the park experienced maximum capacity. During the recession of 2008, she led Rolling Meadows through a workforce reduction which also included an early incentive retirement program as well as a successful re-negotiation of police and fire contracts for additional cost savings to the City. Additionally, she developed a retention and expansion program for the community's commercial and industrial businesses and attracted additional employers to their corporate centers.

Sarah also has extensive experience in Public Works Administration. Having served as a solid waste and fleet superintendent prior to being a public works director, she is known for several innovative ideas that have saved millions of dollars in local governments. While serving as the solid waste superintendent in Paducah, KY, she created the first biosolids waste composting facility in the state. In its first year of operation, the City saved approximately \$1M dollars in landfill costs through the diversion of biosolids and yard waste. She was also an instructor in the Kentucky Yard Waste Composting operator certification program and presented at various APWA and SWANA training sessions.

Through the ICMA's International program and their cooperation with USAID, Sarah was asked to assist the country of Bulgaria in developing their solid waste management program as they transitioned to the European Union. She spent over seven years developing their program and training their environmental experts as well as assisting in the development of their landfills. In addition to Bulgaria, Sarah has also Beirut, Lebanon in the development of the Economic Development plan.

Recently, Sarah expanded her experience into non-profit management. She served as the first Executive Director of the Issaquah Highlands Community Association. Issaquah Highlands is an award winning, large scale master planned, built green urban village located just east of Seattle, WA. The community association is responsible for the governance and management of over 4,000 housing units as well as commercial (including a hospital campus) and retail spaces with 1500 acres of open spaces with 22 parks, soccer fields, dog parks, sport courts and play areas. The Association is charged with maintaining all streetscape, storm water systems including its use as irrigation in streetscapes and parks, management of 9 neighborhoods and 13 supplemental neighborhoods including z-Homes (zero based energy homes).

Ms. McKee holds a Master's Degree in Public Administration with an emphasis in organizational management and a Bachelor of Science degree in Business Administration with an emphasis in Management from Murray State University, Murray, KY.

CLAUSE (ADDENDUM) and AFFIDAVIT ADDENDUM TO BE ADDED TO CONTRACT

FOR SERVICES TO BE PROVIDED TO THE TOWN OF HIGHLAND

(as required by I.C. 22-5-1.7-11, effective July 1, 2011)

Verification of Work Eligibility Status

1. GovHR USA, LLC (hereinafter called "Contractor") understands and agrees that:
  - (A) It is required to enroll in and verify the work eligibility status of all employees hired after the date of this contract through the E-Verify program.
  - (B) This requirement shall be waived if the E-Verify program ceases to exist. For the purposes of this paragraph, the "E-Verify Program" means the electronic verification of work authorization program of the Illegal Immigration Reform and Immigration Responsibility Act of 1996 (P.L. 104-208), Division C Title IV, s. 403(a), as amended, operated by the United States Department of Homeland Security or other federal agency authorized to verify the work authorization status of newly hired employees under the Immigration Reform and Control Act of 1986 (P.L. 99-603); and
  
2. An authorized representative of the Contractor has signed the attached affidavit concerning the employment of unauthorized aliens.

*This contract clause is developed pursuant to SEA 590 codified as IC 22-5-1.7-11 (a)(1).*

Heidi Voorhees

Name

President

Title

5/11/17

Date

