

RESOLUTION NO. 12-17
CITY OF CENTERVILLE, OHIO

SPONSORED BY COUNCILMEMBER John Beals ON THE 20th
DAY OF February, 2017.

A RESOLUTION AUTHORIZING THE CITY MANAGER TO ENTER INTO AN AGREEMENT FOR PROFESSIONAL CONSULTING SERVICES WITH THE NOVAK CONSULTING GROUP.

WHEREAS, the City of Centerville is desirous of searching for and hiring a City Manager; and

WHEREAS, the City desires to seek assistance in identifying candidates for the City Manager position; and

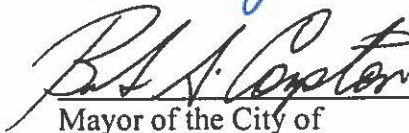
WHEREAS, the Novak Consulting Group has unique knowledge of municipal governments and a demonstrated ability to assist in accomplishing the objectives of the City;

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF CENTERVILLE, MONTGOMERY COUNTY, OHIO, AS FOLLOWS:

Section 1. The City hereby agrees to enter into an Agreement with the Novak Consulting Group and the City Manager is hereby authorized to execute the Agreement with The Novak Consulting Group in a form substantially similar to the Agreement attached hereto as Exhibit "A" and incorporated herein on behalf of the City of Centerville.

Section 2. This Resolution shall be in full force and effect at the earliest date allowed by law.

PASSED THIS 20th day of February, 2017



Mayor of the City of
Centerville, Ohio

ATTEST:

Carin R. Andrews

Clerk of Council
City of Centerville, Ohio

CERTIFICATE

The undersigned, Clerk of Council of the City of Centerville, Ohio, hereby certifies the foregoing to be a true and correct copy of Resolution No. 12-17, passed by the Council of the City of Centerville, Ohio on the 20th day of February, 2017.

Carin R. Andrews

Clerk of the Council

Approved as to form, consistency
with existing ordinances, the
charter & constitutional provisions
Department of Law
Scott A. Liberman
Municipal Attorney

AGREEMENT FOR PROFESSIONAL CONSULTING SERVICES

THIS AGREEMENT is made and entered into this ___ day of _____, 2016, by and between the City of Centerville, Ohio, a municipal corporation (hereinafter referred to as the "City" and The Novak Consulting Group (hereinafter referred to as the "Novak").

RECITALS

WHEREAS, City is desirous of hiring a City Manager, and

WHEREAS, Novak has unique knowledge of municipal governments, and a demonstrated ability to assist in accomplishing the objectives of City; and

WHEREAS, City desires to engage Novak to assist in the executive recruitment for a City Manager and Novak is willing to provide such services;

NOW THEREFORE, in consideration of the premises and mutual obligations herein, the parties hereto do mutually agree as follows:

1. **Scope of Services.** Novak agrees to diligently perform in a professional and workmanlike manner the services required to conduct an executive search for qualified candidates to fill the position of City Manager for the City. Novak shall assist the City by executing the project described in the proposal submitted dated December 13, 2016, which is hereby incorporated herein by reference as Exhibit "A" in a satisfactory and proper manner in accordance with direction provided by the City, or its designee.

2. **Time of Performance.** Services of Novak shall be available upon receipt of an approved copy of this Agreement, and shall be undertaken and completed in accordance with a schedule of performance that is developed at the first meeting and which schedule is satisfactory to the City. The search shall be deemed completed when the successful candidate begins employment as City Manager for the City.

3. **Compensation and Method of Payment.** Novak will invoice City for services rendered as work is performed on the project, on the basis of the submission of invoices on a monthly basis. The total amount of payment in accordance with this agreement shall not exceed Twenty-One Thousand, Three Hundred and no/100 Dollars (\$21,300), plus the cost of advertising and background checks. Payment will be made by the City within 30 days of receiving invoices. Invoices will be provided to the City electronically, via email.

4. **Independent Novak.** Neither Novak nor its employees are considered to be employees of the City, for any purpose whatsoever. Novak is an independent contractor in the performance of the services herein described. As such, Novak is solely responsible for the

payment of all applicable taxes including, but not limited to, applicable income taxes, self-employment tax, Medicare tax, worker's compensation, and unemployment compensation.

5. **Personnel.** Novak represents that it has, or will secure at its own expense, all personnel required in performing all of the services required under this Agreement. Such personnel shall not be employees of or have any contractual relationships with the City. All the services required hereunder will be performed by Novak or under its supervision and all personnel engaged in the work shall be fully qualified and shall be authorized or permitted under state and local law to perform such services.

6. **Discrimination Prohibited.** In performing the services required hereunder, Novak shall not discriminate against any person on the basis of race, color, religion, sex, national origin or ancestry, sexual orientation, age, physical handicap, or disability as defined in the American With Disabilities Act of 1990, as now enacted or hereafter emended.

7. **Assignability.** Novak shall not assign any interest in this Agreement and shall not transfer any interest in this Agreement (whether by assignment or notation), without the prior written consent of the City thereto.

8. **Termination for Convenience of City.** The City may terminate this Agreement at any time by giving at least fifteen (15) days' notice in writing to Novak. If Novak is terminated by the City as provided herein, Novak will be paid for the services actually performed to the time of termination.

9. **Warranty.** In the event that any candidate referred by Consultant begins employment and for which a professional fee is paid in accordance with paragraph 3 of this Agreement, and is thereafter discharged, terminated, or voluntarily quits said employment within two (2) year of the candidate's start date, Novak agrees to search for a replacement candidate or search for a candidate for a different position for the City at no additional fee.

10. **Indemnification and Insurance.** Novak covenants and agrees to, and does hereby hold harmless and defend the City, its officers, agents and employees from and against any and all claims or suits for property loss or damage, and/or personal injury, including death, to any and all persons, of whatsoever kind or character, whether real or asserted, arising out of Consultant's negligence in the performance of services under this Agreement. The Consultant shall maintain workers' compensation insurance as required by Ohio law, and shall maintain a one million dollar (\$1,000,000) policy of general liability insurance.

11. **Records and Documents.** Possession of working papers, project reports, and other materials produced in connection with this Agreement shall be retained by Novak. Novak shall provide copies to the City of such records upon request. All information provided by the City to Novak shall remain confidential. However, Novak understands and agrees that the City is a public governmental body as defined under the Ohio Public Records Act, and as such, any records in the possession of the City may be open to the public. Novak understands and agrees that the City shall not be liable for the release of any such records as required by law.

12. **Construction and Severability.** If any part of this Agreement is held to be invalid or unenforceable, such holding will not affect the validity or enforceability of any other part of this Agreement so long as the remainder of the Agreement is reasonably capable of completion.

13. **Entire Agreement.** This Agreement contains the entire agreement of the parties and supersedes any and all other agreements or understandings, oral or written, whether previous to the execution hereof or contemporaneous herewith.

14. **Applicable Law.** This Agreement shall be governed by and construed and enforced in accordance with the laws of the State of Ohio, and venue for litigation between the parties shall be solely and exclusively in Montgomery County, Ohio, or the United States District Court for the Southern District of Ohio.

15. **Waiver or Breach.** Waiver of any provision of this Agreement or breach of this Agreement shall not thereafter be deemed to be consent by the waiving party to any further waiver, modification or breach by the other party, whether new or continuing, of the same or any other covenant, condition or provision of this Agreement. Failure by one of the parties to this Agreement to assert its rights for any breach of this Agreement shall not be deemed a waiver of such rights. Should City be required to institute legal action to enforce any of its rights set forth in this Agreement, then City shall be entitled to reimbursement for all reasonable attorneys' fees and costs incurred as determined by the Court in any such cause of action.

16. **Severability.** If any of the provisions of this Agreement shall be construed to be invalid or illegal, the legality or validity of the other provisions of this Agreement shall not be affected thereby. Any illegal or invalid provision of this Agreement shall be severable and any other provisions shall remain in full force and effect.

17. **Representations.** The signatories hereto represent and warrant that they have read this Agreement, that they are fully authorized in the capacities shown, that they understand the terms of this Agreement, and that they are executing the same voluntarily and solely for the consideration described herein.

18. **Rights and Benefits.** Novak's services will be performed solely for the benefit of the City and not for the benefit of any other persons or entities.

IN WITNESS WHEREOF, the City and Novak have executed this Agreement as of the date first above written.

The City of Centerville

The Novak Consulting Group

(signature)

Julia Novak, President

Title

Date

Approved as to Form:

Scott A. Liberman, Municipal Attorney

City of Centerville

**Executive Search Services -
City Manager**

December 13, 2016





December 13, 2016

The Honorable Brooks A. Compton
City of Centerville
100 West Spring Valley Road
Centerville, Ohio 45458

Dear Mayor Compton:

The mission of The Novak Consulting Group is to strengthen organizations, for those they serve and those who work in them. We are dedicated to providing management consulting services to local governments and nonprofit organizations across the country. The firm was originally established as Public Management Partners in 2001, a firm specializing in local government consulting and executive search services in the Midwest. Since then, we have been providing our clients across the country with the best thinking and execution in executive search and management consulting.

We are pleased to submit this proposal for executive recruitment services for City Manager to the City of Centerville. Our project team for the City comprises skilled professionals, seasoned in local government management with search experience in Ohio and across the country. Our team has had significant success working with similar organizations to identify and retain ideal 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 firm has the necessary staff, expertise, resources, and abilities to conduct this recruitment and provide exceptional service to the City. We are a national, women-owned firm located in Cincinnati, with employees who have served as leaders in some of the best local governments across the country. Our clients receive personal service from our consultants. Our mission is to strengthen communities, and we do this by helping them find the best leaders to help move their organizations forward.

Please contact Catherine Tuck Parrish, our executive search practice leader, at (240) 832-1778 or ctuckparrish@thenovakconsultinggroup.com should you have any questions.

Sincerely,

Julia D. Novak
President

Table of Contents

Transmittal Letter

About The Novak Consulting Group.....1

Recruitment Methodology and Approach2
Recruitment Schedule 4

Proposed Personnel5

References8

Cost Proposal.....9
Service Guarantee..... 9

Attachment A – Recruitment Schedule10

About The Novak Consulting Group

For nearly a decade, a highly respected management consulting firm named Public Management Partners helped a variety of organizations function more effectively. Through the years, the firm's founding partners built a sizeable client base of predominantly local governments and nonprofit organizations in the Midwest.

In 2009, Julia D. Novak acquired Public Management Partners and founded The Novak Consulting Group, staffed by consultants with decades of collective experience. With The Novak Consulting Group, Julia built upon Public Management Partners' reputation for innovation and results while expanding the company's services nationwide. Her company meets a wider range of needs, consulting with governments in the areas of public works, public safety, human resources, finance, planning, IT, and more. We provide our clients with the best thinking and execution in organizational design, development, and improvement. Our services include:

- Strategic Planning
- Organizational Assessment and Optimization
- Executive Search

The Novak Consulting Group provides unparalleled service to our clients. Leaders in local governments and nonprofit communities have come to rely on The Novak Consulting Group for high caliber advice with the personal attention you expect.

- **Niche expertise.** Our expertise lies in strengthening two kinds of organizations: local governments and nonprofits. We're consulting specialists rather than generalists, focusing our strengths to do a highly effective job for a very specific group of clients.
- **Flexibility to serve you better.** We employ a small core staff of senior-level consultants, and draw from our pool of subject matter experts when their expertise can help us serve you better. The result? A highly nimble, more efficient approach to giving you the services you need, when you need them.
- **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 director of management information systems.
- **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 a large firm may assign your business to junior-level people, we're small enough to offer very personal service from senior-level consultants.

The Novak Consulting Group is staffed with local government professionals, including eight full-time associates and subject matter specialists. The firm is headquartered in Cincinnati, Ohio, with staff also in Washington, D.C., North Carolina, New Hampshire, and Wisconsin. We are a women-owned firm led by President Julia Novak.

Recruitment Methodology and Approach

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

1. 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.

2. Candidate Search and Evaluation

To reach the right candidates, The Novak Consulting Group 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 advertise in national publications that target minorities and women, including the National Forum of Black Public Administrators (NFBPA) and the International Hispanic Network (IHN). We also work to identify qualified veterans and qualified candidates with disabilities. 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.

3. 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.

Our executive recruitment and management consulting experiences have afforded us the opportunity to work with public and nonprofit organizations across the country and provided us with a wide national network. Through our connections, we are able to identify a broad diversity of qualified candidates in terms of race and ethnicity, gender, jurisdiction size, complexity of organization, and region of the country.

The following details our work plan for this recruitment.

Activity 1 – Develop Candidate Profile

The Novak Consulting Group will begin this engagement by developing a clear picture of the ideal candidate for City Manager by speaking with the Mayor and each member of the City Council. It is important to recognize the individual expectations of each elected official, in addition to learning the shared goals for a new City Manager. We will engage key staff and community stakeholders in focus groups and will meet with the retiring City Manager, as desired. We will discuss not just the technical skills needed for the position, but what makes for the right organizational fit, in terms of traits and experiences.

Based on the information learned from our meetings, we will develop a recruitment plan that includes Ohio, the region, and the nation. We will prepare a position profile that is unique to Centerville. The profile will identify the organization's needs, the strategic challenges of the position, and the personal and professional characteristics of the ideal 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.

We 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; the City has thought about what they want the person to accomplish in the first year; and the successful candidate can hit the ground running with a work plan as soon as he/she starts. Once drafted, we will review the recruitment plan, position profile, and first-year goals with the Mayor and Council. Modifications will be made as necessary before recruitment begins.

Activity 2 – Conduct Active Recruitment and Screening

As part of the recruitment plan, we will identify individuals and jurisdictions to target directly through phone and email contacts. We have found that a combination of phone and email contacts 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 City of Centerville. The Novak Consulting Group will prepare and place advertisements. These will be placed in state and national publications and online sites 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.

As soon as the profile and advertisements are completed, we will begin the process of actively and aggressively marketing the position and identifying qualified candidates for assessment. The process will identify networks and organizations, such as the International City/County Management Association (ICMA), the Ohio Municipal League, the Ohio City/County Management Association and other targeted areas and organizations as identified in the recruitment plan. We will also ask the City for names of individuals who might make outstanding candidates for the position.

As applications are received, we will acknowledge each application and keep prospective applicants aware of the status of the process.

Task 3 – Support City Manager Interviews and Selection

The Novak Consulting Group will screen each applicant against the position profile and first-year goals. We will conduct interviews via phone or Skype 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 Mayor and Council. We will then meet with the search committee to review the entire list as well as the top seven to 10 candidates who have the requisite skills and qualities needed for success in the position. Based on our conversation, we will finalize a list of about five candidates to invite for in-person interviews.

Each person you wish to interview will then be contacted again by The Novak Consulting Group. We will facilitate a customized interview process specific to the City Manager position. A book that contains information about each of the candidates invited to interview will be provided to those involved in the interview process.

We will work with the City to arrange travel logistics for each candidate and plan the interview process. Expenses for the candidates will be borne by the City.

The selection of the top candidate is for the Mayor and Council, and The Novak Consulting Group 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 review published information found in search engines, online publications, and social media. Reference and background checks will be performed on the top candidates including, but not limited to, education, criminal, financial, media, and civil litigation checks.

The Novak Consulting Group can also assist in negotiating the employment offer. We will provide information about best practices in compensation, and we will have obtained information on the candidate's salary history. At the close of the search, all applicants will be notified of the results. Those who helped you in the process will be thanked for their contribution to a successful effort.

Additionally, The Novak Consulting Group will contact the successful candidate during his/her first year on the job to discuss their progress toward implementation of the goals that were established for this position at the beginning of the process.

Recruitment Schedule

A preliminary schedule is included as Attachment A. We anticipate reviewing this schedule with the City during the initial project meeting.

Proposed Personnel

Executive Search Practice Leader Catherine Tuck Parrish has more than 25 years of experience serving local governments, in direct service or as a consultant. 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 is also familiar with large organizations, having worked in the County Executive's Office in Fairfax County, Virginia on a variety of projects, including county-wide human resources projects. Catherine leads our search practice and has conducted searches for city manager/administrator, police chief, public works, finance, human resources, and many other key positions in local governments across the country.

Catherine will be assisted by Recruitment Specialist Chelsey Gordon. Chelsey has four years of local government experience that inform her work as a recruitment specialist. Prior to joining The Novak Consulting Group, Chelsey served as management analyst for the Town of Belleair. She worked to develop and execute the Town's first communications strategic plan. She also worked to improve organizational health by facilitating leadership retreats, organizational change discussions, and developing a town-wide employee training program.

Their complete resumes follow.

Catherine Tuck Parrish, Executive Search Practice Leader

Catherine has over 25 years of management experience working for local governments of all sizes, nonprofit organizations, and associations. She currently leads The Novak Consulting Group's executive search practice.

Her work as a consultant includes executive recruitment, project management, and contributions to numerous local government projects including process improvement studies, departmental assessments, development review, and policy development. She has conducted successful executive searches for the positions of city/town/village/township manager, assistant manager, multiple department director positions, and other key staff. She has also conducted recruitments for CEO and director positions in nonprofit organizations. In addition, she has facilitated numerous governing body workshops, staff retreats, and strategic planning sessions.

Education

Master of Public Administration, University of Kansas

Bachelor of Arts, University of Kansas

Industry Tenure

26 years

Consulting, 7 years

Local Government, 19 years

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. Prior to 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 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 cities of Denton and University Park, 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 civility, effective councils, ethics, forms of government, human resource topics, 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.

She has a bachelor's degree in personnel administration and communication studies from the University of Kansas and a master's degree in public administration from the University of Kansas. She is an active member of ICMA and the MCCMA.

Chelsey Gordon, Recruitment Specialist

Chelsey has four years of local government experience that inform her work as a recruitment specialist. Prior to joining The Novak Consulting Group, Chelsey served as management analyst for the Town of Belleair. She worked to develop and execute the Town's first communications strategic plan. She also worked to improve organizational health by facilitating leadership retreats, organizational change discussions, and developing a town-wide employee training program.

Chelsey started her career in local government as a transportation planning intern with the City of Lawrence. During her tenure, she assisted with various public meetings and data analysis. Chelsey also served as the management intern and assistant to the city manager for the City of Overland Park. She worked closely with the assistant city manager and communications manager on a variety of special projects which included leading the development of the City's social media strategic plan, managing the biennial citizen satisfaction survey, and providing analysis on the bi-annual performance measure program. Chelsey also developed and managed the City's first teen council program.

Chelsey earned a bachelor's degree in political science and a master's degree in public administration, both from the University of Kansas. She is a member of the International City/County Management Association.

Education

Master of Public Administration, University of Kansas

Bachelor of Arts, University of Kansas

Industry Tenure

Local Government, 4 years

References

Included with this proposal is a complete listing of our clients and examples of a brochure and first year goals for a similar recruitment. The following table lists recent recruitments we have conducted and references for each of them. We encourage the City to contact any of our past clients to learn about our commitment to timely and responsive service.

Jurisdiction	Contact Information
Hudson, Ohio • City Manager	Hal deSaussure, Council President (330) 697-5190 hdesaussure@hudson.oh.us
Washington Township, Ohio • Township Administrator	Denise Franzking, Township Trustee (614) 561-9939 dking@wtwp.com
Westerville, Ohio • Finance Director • Deputy Planning and Development Director	David Collinsworth, City Manager (614) 901-6400 David.collinsworth@westerville.org
Worthington, Ohio • Assistant Fire Chief	Matt Greeson (614) 436-0368 mgreson@ci.worthington.oh.us
Granville, Ohio • Village Manager	Melissa Hartfield, Mayor (740) 587-0707 hartfield@granville.oh.us

Cost Proposal

The total, not-to-exceed fee to complete the City Manager recruitment as outlined in this proposal \$21,300.

We estimate the following additional costs to the City which would be direct billed at cost.

- Approximately \$1,000-\$1,500 for advertising
- Background checks for the top finalists estimated at \$175-\$300/finalist
- Travel for finalists' interviews will also be borne by the City.

Service Guarantee

The duration of the service guarantee is two years. Should the selected candidate leave the position for any reason within two years of being hired, The Novak Consulting Group will conduct a new search for no professional fee. The City would only be billed direct expenses.

Attachment A – Recruitment Schedule

**City of Centerville
City Manager Recruitment
Schedule**

	start	2	3	4	5	6	7	8	9	10	11	12	13
	1/16	1/23	1/30	2/6	2/13	2/20	2/27	3/6	3/13	3/20	3/27	4/3	4/10
Activity 1 - Develop Candidate Profile													
1.1 Meet with Mayor and City Council to identify desired traits and experiences for the City Manager; discuss timeline and process	█	█											
1.2 Facilitate focus groups for needs assessment to gather input from City staff and other key stakeholders		█											
1.3 Develop recruitment materials and recruitment strategy			█										
1.4 Identify first year goals for the position, job description, and salary data for the position			█										
1.5 Present recruitment plan, position profile, and first year goals			█										
Activity 2 - Conduct Active Recruitment and Screening	1/16	1/23	1/30	2/6	2/13	2/20	2/27	3/6	3/13	3/20	3/27	4/3	4/10
2.1 Develop and place ads			█										
2.2 Direct outreach to develop and cultivate candidates				█	█	█	█	█	█				
2.3 Receive application materials				█	█	█	█	█					
2.4 Communicate with candidates				█	█	█	█	█					
2.5 Conduct pre-screening of candidates to develop semi-finalists									█	█			
2.6 Review applicant pool with Mayor and Council and aid in narrowing top applicant group										█	█		
Activity 3 - Support Interviews and Selection	1/16	1/23	1/30	2/6	2/13	2/20	2/27	3/6	3/13	3/20	3/27	4/3	4/10
3.1 Conduct reference and background checks											█	█	
3.2 Facilitate interview process													█
3.3 Assist with negotiations, as desired													
3.4 Inform all applicants of final outcome													█