



Meeting Agenda

Location:

Village Hall -
10631 Main Street
Roscoe, IL 61073

Selection Committee for Village Administrator Recruitment Services

Tuesday, April 21, 2026

7:00 PM

CALL TO ORDER

[Immediately following the meeting of the Committee of the Whole]

ROLL CALL

APPROVAL OF THE MINUTES

- 1. Approval of the Minutes** for the meeting of the Selection Committee from [April 7, 2026].

OLD BUSINESS

- 2. Discussion of Recruitment Proposals and Recommendation to the Village Board**

Proposals:

MGT Impact Solutions: Mark Peterson

Arndt Municipal Support: Jim Arndt and Randy Bukas

Workplace: Cheryl Church

OTHER BUSINESS

PUBLIC COMMENT (Limited to 3 minutes per speaker)

EXECUTIVE SESSION (IF NECESSARY)

ADJOURNMENT



Meeting Minutes

Location:
Village Hall -
10631 Main Street
Roscoe, IL 61073

Selection Committee
Tuesday, April 07, 2026
7:00 PM

CALL TO ORDER

[immediately following the meeting of the Committee of the Whole]

ROLL CALL

PRESENT

Trustee John Broda
Trustee Molly Butz
Trustee Dayne Mead
Trustee Michael Sima
Trustee Michael Wright
Village President Carol Gustafson

ABSENT

Trustee William Babcock

APPROVAL OF THE MINUTES

- 1. Approval of the Minutes -NONE**

NEW BUSINESS

- 2. Selection of a chairperson for the committee**

Tom Green opens the meeting with stating that this is the first-ever session of Roscoe's Selection Committee, He noted that there needs to be a chairperson chosen.

Trustee Sima nominates Trustee Wright, second by Trustee Mead. Voting Yes: Trustees Wright, Broda, Mead, Sima, Butz. Voting Abstain President Gustafson 5-0-1.

- 3. Review and discussion of proposals**

MGT Impact Solutions: Mark Peterson presentation

Arndt Municipal Support: Jim Arndt and Randy Bukas presentation

Workplace: Cheryl Church presentation

Trustee Wright takes over the meeting and thanks the consulting firms that are here tonight for staying for the meetings and giving us their presentations.

Mark Peterson from MGT Impact Solutions: Centers on the firm's deep experience in Illinois municipal executive recruitments and Peterson's own 38-year career in city management. He highlights that MGT works exclusively in the public and nonprofit sector, with a heavy concentration of searches in Illinois-more than any other state. Peterson has personally completed around 60 recruitments since 2018, primarily for village administrators, city managers, and county administrators. He emphasizes his long-standing professional network, his familiarity with communities like Roscoe, and his recent work in nearby municipalities such as Rockton and Belvidere. MGT assigns a five-person team to search, with Peterson serving as the lead and primary point of contact.

Peterson outlines a 14-week recruitment process built around extensive early engagement with trustees, staff, and community stakeholders to create a detailed candidate profile. He stresses that MGT's approach is highly customized and that the board should "not settle" for a candidate who doesn't fit Roscoe's needs. The firm typically attracts 30-40 applicants for communities of similar size and provides a one-year guarantee, promising to redo the search at no cost if the selected administrator leaves within their first year. MGT also assists with salary recommendations, job description refinement, contract language, and post-hire check-ins to ensure the new administrator is integrating successfully.

Arndt Municipal Support, represented by Jim Arndt and Randy Bukas, presents itself as a cost-effective, relationship-driven recruitment firm built on more than 60 years of combined municipal leadership experience. Both presenters have long careers. They emphasize that their firm, through only five years old, is built on decades of city management work across Illinois, Ohio, Wisconsin, Pennsylvania, Missouri, and Kentucky. Their pitch emphasizes candidate care, professionalism, and maintaining strong communication with applicants-something they say consistently earns positive feedback even from those who are not selected. They frame their approach as hands-on, personal, and grounded in real municipal experience rather than corporate HR theory.

Arndt Municipal Support typically runs a three-month hiring process, moving quickly into the market and often beginning outreach immediately after the contract is approved. Their applicant pools vary widely depending on the community, with recent searches producing anywhere from 35 to 146 candidates, a range they attribute to strong advertising and active recruitment. Their process includes DISC behavioral assessments, a three-person resume review team, structured interview guides, and extensive engagement with trustees, department heads, and community stakeholders to ensure the candidate profile reflects Roscoe's needs. They also provide post-hire support, including communication tools, mentoring, and a three-month follow-up with both the President and the new administrator to ensure the transition is on track.

Workplace, represented by Cheryl Church, frames herself as a local, regionally invested executive search partner rather than a traditional municipal-only recruitment firm. Cheryl emphasizes that Workplace's strength is not just finding candidates, but finding the right leader who fits Roscoe's culture, growth trajectory, and regional identity. She stresses that Roscoe is at a transformational moment, not a status-quo hire, and that the firm's deep roots in the region allow them to authentically "sell" Roscoe to candidates evaluating both the job and the community. Workplace positions itself as a broad-sector search firm, intentionally not limited to municipal backgrounds. Their philosophy is that the best administrator may come from public, private or nonprofit leadership, and they build each candidate profile from scratch rather than recycling applicants from other searches.

Cheryl explains that Workplace typically operates on a 10–12-week turnaround, through in ideal conditions it can be fast as 8-10 weeks. Their goal is to bring the board at least five qualified candidates, then narrow to three finalists. Workplace specializes in leadership assessment, behavioral collaboration analysis, and long-term onboarding support. Their proprietary Collab Genius tool evaluates how candidates function in team environments- not personality traits, but collaboration style, decision-making behavior, and team dynamics. This assessment is used to craft tailored offer letters, management plans, and a 6–12-month onboarding program. Cheryl highlights the new administrator build regional connections and succeed in the long term.

4. Discussion and Recommendation of Village Administrator Search Proposals

OTHER BUSINESS

PUBLIC COMMENT (Limited to 3 minutes per speaker)

EXECUTIVE SESSION (IF NECESSARY)

ADJOURNMENT

Trustee Wright asked for a motion to Adjourn the meeting.

Motion was made by Trustee Wright, second by Trustee Broda. Voting yes: Trustees Mead, Wright, Butz, Broda, Sima 5-0-0.

Meeting was Adjourn at 9:08 pm.



Proposal

APR 1, 2026

Village Administrator Recruitment Services

Village of Roscoe, Illinois

Submitted by:

MICHELE MORAWSKI
CLIENT SERVICES MANAGER

224.415.3791

MMORAWSKI@MGT.US

VILLAGE OF ROSCOE, IL
VILLAGE ADMINISTRATOR
APR 1, 2026

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Cover Letter

Apr 1, 2026

Mr. Thomas Green
Village Attorney
Village of Roscoe
10631 Main Street
Roscoe, IL 61073



Dear Mr. Green:

As the nation's leading provider of executive recruitment and selection solutions, MGT Impact Solutions, LLC (MGT) is uniquely well qualified to partner with the Village of Roscoe ("Village") to exceed all your expectations on this Village Administrator Recruitment project.

HOW CAN WE SUPPORT YOU?

We understand you are seeking Village Administrator Recruitment Services. Following are the keys to our successful methodology:

- **Industry Leadership:** With over 1,500 completed executive recruitment engagements in 46 states and a diverse range of communities, we're a proven leader in local government recruitment. Over 40% of our clients are repeat customers, and 94% rate our performance as **Outstanding**.
- **Subject Matter Expertise:** Our team includes former local government leaders, human resources experts, and industry veterans, ensuring that we understand the specific challenges and opportunities in government, education, and nonprofit sectors. We leverage our deep understanding of organizational culture and sector-specific needs to identify top-tier candidates who align with our clients' goals.
- **Top Talent, Guaranteed:** We use advanced recruitment strategies, including social media outreach and video interviews, to thoroughly vet candidates. Our Recruitment Brochures showcase in-depth knowledge of your community, and we conduct extensive reference checks and background searches to ensure we recommend the best fit.
- **True Partnership:** From start to finish, we collaborate closely with you. You'll have full access to candidate resumes, and we'll offer honest assessments to ensure the perfect match. Whether evaluating internal candidates or exploring non-traditional talent, we're committed to your complete satisfaction.
- **Flexible Solutions:** We offer customizable recruitment services to suit any budget, from Full Executive Searches to Limited Scope and Virtual Recruitments. Our proposal outlines the service scope that best meets your needs.

Our comprehensive and tailored executive recruitment services are designed to meet the unique needs of your organization. With a proven track record, a focus on quality, and a commitment to partnership, we ensure that every step of the process is handled with expertise and care. Whether you're seeking top-tier talent, exploring non-traditional candidates, or working within a specific budget, we are here to deliver the best fit for your organization. We look forward to

working with you to find the ideal candidate who will drive success and elevate your community's leadership.

MGT CONTACT INFORMATION

MGT HEADQUARTERS	MGT Impact Solutions, LLC 4320 West Kennedy Boulevard Tampa, Florida 33609 FEIN: 81-0890071 www.mgt.us
PROPOSAL CONTACT	Michele Morawski, Client Services Manager 224.415.3791 mmorawski@mgt.us

The following proposal has been tailored to your specifications and provides a detailed plan of how we will partner with you to meet your objectives. Thank you for the opportunity to present our qualifications to the Village of Roscoe. Should you have questions on any aspect of this proposal, please contact **Michele Morawski** at **224.415.3791** or **mmorawski@mgt.us**.

Regards,

Lawrence Cowan, Chief Operations Officer for Revenue Operations
Authorized to bind the firm

Firm Profile

Impacting communities for good.

MGT brings **50 years** of experience driving positive social change and performance in education, government, nonprofits, and critical infrastructure/private industries through **assisting clients to strengthen their foundation, change systematically, and enable resiliencies for long-lasting change**. Since inception, MGT has significantly grown in size and capacity – working with state and local governments and education partners. Today, we bring a team of over **1,200 professionals** who offer in-depth market knowledge and understanding so we can hit the ground running.

MGT is a privately held, employee-owned and financially stable limited liability company with a deep roster of staff and a commitment to serving the public. Our clients care about addressing the world's most-pressing problems, and so do we. Their "why" is our why.

What sets us apart is our ability to customize and offer individualized support but also the resources of a larger infrastructure to enable flexibility in impacting to-scale. Throughout our history, MGT has successfully delivered more than **30,000 projects** through a thoughtful balance of balancing the "immediate" needs while changing systems to plan for future resilience and success.



Our Commitment

MGT embraces the most complex challenges on the leadership agenda, with deep commitment, agility, and local expertise to make a measurable and profound impact. Simply stated, **we are impacting communities for good.**

MGT | FIRST LOOK

Name: MGT Impact Solutions, LLC (MGT)

Locations: Headquarters in Tampa, FL; branch offices nationwide.

Cooperative Contracts:

ASC 20-7359, 24-7484

OMNIA LS4612

Sourcewell 060624MGT

TIPS 220601, 220802, 230105

TXShare 2024-019

Structure: Privately held, employee-owned, client-driven Limited Liability Company.

Lines of Business: Strategy and Implementation, Performance and Operations, IT Infrastructure, and Cyber Security and Resilience for public sector and commercial companies.

Markets we serve:

- Higher Education
- Prek-12
- Government
- Nonprofits
- Commercial Industries

 **50**
years

 **1,200**
consultants

 **30,000**
projects

Specialized technology and advisory solutions for society's most mission-critical challenges.

DEFINED BY IMPACT

Making a profound impact on society is at the heart of who we are and what we do. Village of Roscoe should be proud to make a difference in the lives of the citizens in your community, and we are proud to work with you toward this goal. Our team empowers organizations through innovations in people, processes, and technology to lift and strengthen your solutions.

People



We believe in the power of connecting people and ideas to solve mission-critical, complex challenges to foster trusted partnerships with clients, for life.

Purpose



We are led by a singular purpose—to offer partnerships and design solutions that provide enduring opportunities for individual prosperity and community well-being.

Performance



We partner with our clients to advance learning outcomes, manage technology networks, reduce operational costs, improve workflows, and engineer resilient IT infrastructure.

Education State & Local Government Enterprise & Critical Industries

Technology Solutions

We provide engineering expertise to modernize and manage IT infrastructure and ensure technology implementation is properly designed, integrated, optimized, and maintained. MGT delivers end-to-end solutions tailored to your unique needs, spanning managed services, cybersecurity, physical security, network infrastructure, cloud and data, SaaS offerings, and communications.

As your trusted advisors, we partner with you to develop strategic technology architectures and/or assist you in quickly procuring and installing equipment for immediate needs or to resolve an IT issue.

Advisory Solutions

We empower organizations to make data-informed decisions by unlocking and organizing critical information—financial and operational—to support strategic, evidence-based planning.

With that insight, we partner with clients to develop tailored strategies and actionable road maps that drive meaningful outcomes.

Our expertise spans data, talent, processes, and technology—optimizing each to achieve measurable impact with efficiency. From PMO support to workforce placement and development, we work alongside our clients to implement solutions and deliver results that matter.

Beyond the Project: Comprehensive People Solutions

We support clients in addressing their most mission-critical human capital needs, with specialized expertise in executive recruitment, staffing solutions, and human resources consulting. With over 1,250 clients, 3,100 completed projects, and a 93% client satisfaction rate, MGT delivers tailored solutions to help organizations attract top talent, meet urgent short- or long-term staffing demands, support critical IT project staffing needs, and strengthen their workforce strategies.

To schedule a complimentary consultation, contact: Senior Vice President Joellen Cademartori, MGT's head of Human Capital, at jcademartori@mgt.us.

Project Team


The success of a consulting engagement is founded on the qualifications of the project team and the way in which it is structured and managed.

MGT employs a team of professionals with backgrounds in local government and the not-for-profit sector. With the Village’s staffing needs in mind and due to the significance of this recruitment, we have assigned our highly knowledgeable and experienced consultant, Mark Peterson. He will act as your Recruitment Lead and the primary point of contact for this project. All Recruitment Leads are supported by the Vice President of Human Capital Solutions, a Recruitment Coordinator, and Reference Specialist. Depending on availability at the time a contract is awarded, MGT reserves the right to assign another Recruitment Lead to ensure the recruitment is completed within an appropriate time frame. Staff biographies are located in **Appendix A.**

Recruitment Lead & Main Point of Contact

	<p>MARK PETERSON MGT Approved Independent Executive Recruiter 309-825-5091 MPeterson@mgt.us</p>	<p>Mark Peterson has 30+ years of municipal administration leadership experience (including two decades as City Manager), leveraging deep local government networks and strategic judgment to deliver executive recruitments for city managers and department head roles across multiple states.</p>
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Director | Recruitment Support

	<p>YOLANDA HOWZE Director – Executive Recruitment 314.304.2889 YHowze@mgt.us</p>	<p>Yolanda Howze is a well-regarded human resources professional with more than 25 years of leadership experience in public sector human resources, primarily in municipal government.</p>
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Project Executive

	<p>CHARLENE STEVENS Vice President – Human Capital Solutions 320.262.0303 CStevens@mgt.us</p>	<p>Charlene leads MGT’s Executive Recruitment practice and has over 25 years of leadership and recruitment experience in public sector management.</p>
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Project Approach & Methodology

A detailed plan specifically designed for you.

Project Understanding

A typical recruitment and selection process requires a significant investment of time and effort. A substantial portion of this involves administrative tasks such as advertisement placement, reference checks, and candidate due diligence.

We believe our experience and ability to professionally administer your recruitment will provide you with a diverse pool of highly qualified candidates for your position search.

Our clients are informed of the progress of their recruitment throughout the entire process. We are always available by mobile phone or email should you have a question or need information about the recruitment.



Success Stories

“The coordination by the consultant helped to alleviate the workload of internal staff. Consultant was willing to customize the process based on the City’s needs.”

Proposed Work Plan

PHASE 1 – POSITION ASSESSMENT, ANNOUNCEMENT, & BROCHURE

MGT treats each executive recruitment as a transparent partnership with our client. We believe in engaging with stakeholders early in each recruitment process to fully understand the challenges and opportunities inherent in the position. Understanding the organizational culture is critical to successful recruitment. We gain this insight and information through meetings (one on one and in small groups), surveys, and a review of relevant information. This information is reflected in a polished marketing piece that showcases the organization and the area it serves.

INFORMATION GATHERING

- One-on-one or group interviews with stakeholders identified by the Village.
- Community forums (in-person or via video) can be used to gather input and feedback.
- Surveys can be used for department personnel and/or the community to gather feedback.
- Conversations/interviews with department heads.

A combination of the items listed above can be used to fully understand community and organizational needs and expectations for the position (this proposal includes 12 hours of meetings – additional meetings can be added for a fee of \$225/hour plus actual expenses if incurred). One organizational survey is included. A separate Community Survey with detailed analytics can be conducted for \$3,500. Community Forums are conducted as an optional service.

Development of a **POSITION ANNOUNCEMENT** to be placed on websites and social media.

Development of a thorough **RECRUITMENT BROCHURE** for Village review and approval.

Agreement on a detailed **RECRUITMENT TIMETABLE** – a typical recruitment takes between 90 to 120 days from the time you sign the contract to the appointment of the finalist candidate.

PHASE 2 – ADVERTISING, CANDIDATE RECRUITMENT, & OUTREACH

We make extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. Our website is well known in the local government industry – we typically have 17,000+ visits monthly to our website and career center. Additionally, our weekly jobs listings are sent to over 8,000 subscribers.

Phase 2 will include the following:

- MGT consultants will personally identify and contact potential candidates.
- Develop a database of potential candidates from across the country unique to the position and to the Village, focusing on:
 - Leadership and management skills.
 - Size of organization.
 - Experience in addressing challenges and opportunities also outlined in Phase 1.
 - The database will range from several hundred to thousands of names. An email campaign will be sent to each potential candidate.
- Placement of the Position Announcement:
 - Public sector online Career Centers.
 - **Social media:** LinkedIn (posted on MGT Executives LinkedIn news feeds to reach over 50,000 connections), Facebook, and Instagram.
 - MGT will provide the Village with a list of advertising options for approval.

PHASE 3 – CANDIDATE EVALUATION & SCREENING

Phase 3 will include the following steps:

- Review and evaluation of candidates' credentials with consideration to the criteria outlined in the Recruitment Brochure.
- Candidates will be narrowed down to those that meet the qualification criteria.
- Candidate evaluation process:
 - Completion of a questionnaire explaining prior work experience.
 - Live Video Interview (45 minutes to 1 hour) conducted by consultant with each finalist candidate.
 - References provided by the candidate are contacted.
 - Internet/Social Media search conducted on each finalist candidate.

All resumes will be acknowledged and inquiries from candidates will be personally handled by MGT, ensuring the Village's process is professional and well regarded by all who participate.

PHASE 4 – PRESENTATION OF RECOMMENDED CANDIDATES

Phase 4 will include the following steps:

- MGT will prepare a Recruitment Report presenting the credentials of those candidates most qualified for the position.
- MGT will provide an electronic recruitment portfolio which contains the candidates' materials along with a "mini" resume for each candidate so that credentials are presented in a uniform way.
- The Village will receive a log of all applicants and may review resumes if requested.
- Report will arrive in advance of the Recruitment Report Presentation.

MGT will meet with the Village to review the recruitment report and provide additional information on the candidates.

PHASE 5 – INTERVIEWING PROCESS & BACKGROUND SCREENING

Phase 5 will include MGT completing the following steps:

- Develop the first and second round interview questions for Village review and comment.
- Coordinate candidate travel and accommodations.
- Provide Village with an electronic file that includes:
 - Candidates' credentials.
 - Set of questions with room for interviewers to make notes.
 - Evaluation sheets to assist interviewers in assessing the candidate's skills and abilities.

Background screening will be conducted along with additional references contacted:

MGT BACKGROUND SCREENING

- | | |
|---|---|
| <ul style="list-style-type: none"> ✓ Social Security Trace & Verification ✓ US Federal Criminal Search ✓ Verified Enhanced National Criminal Search <ul style="list-style-type: none"> – National Sex Offender Registry – Most Wanted Lists: Federal Bureau of Investigation (FBI), Drug Enforcement Agency (DEA), Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), Interpol – Office of Foreign Assets Control (OFAC) Terrorist Database Search – Office of the Inspector General (OIG), General Services Administration (GSA), System for Award Management (SAM), Food and Drug Administration (FDA) – All felonies and misdemeanors reported to the National Database | <ul style="list-style-type: none"> ✓ County/Statewide Criminal Search ✓ Civil Search ✓ Bankruptcy, Liens, and Judgements ✓ Motor Vehicle Record ✓ Education Verification – All Degrees Earned <p>Optional: Credit Report – Transunion with score (based on position and state laws)</p> <p>Optional:</p> <ul style="list-style-type: none"> – Professional License Verification – Drug Screen – Employment Verification |
|---|---|

MGT will work with you to develop an interview schedule for the candidates and coordinate travel and accommodations. MGT consultants will be present for all the interviews, serving as a resource and facilitator.

MGT will coordinate a 2-Step Interview process. The first-round interviews will include four to five candidates. The second-round interviews will include two or three candidates. MGT will supply interview questions and an evaluation form.

In addition to a structured interview, the schedule can incorporate:

- Tour of Village facilities.
- Interviews with senior staff.

PHASE 6 – APPOINTMENT OF CANDIDATE

Activities

- MGT will assist you as much as requested with the salary and benefit negotiations and drafting of an employment agreement, if appropriate.
- MGT will notify all applicants of the final appointment, providing professional background information on the successful candidate.

Project Timeline

Based on our experience in conducting similar projects, we anticipate the proposed project can be completed within 14 weeks of project initiation as illustrated in **Exhibit 1**.

Exhibit 1. Proposed Schedule

WORK PLAN TASKS	WEEK													
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Phase 1: Position Assessment, Position Announcement, & Brochure	█	█												
Phase 2: Advertising, Candidate Recruitment, & Outreach			█	█	█	█								
Phase 3: Candidate Evaluation & Screening							█	█	█					
Phase 4: Presentation of Recommended Candidates										█				
Phase 5: Interviewing Process & Background Screening											█	█		
Phase 6: Appointment of Candidate													█	█

Commitment to Diverse, Highly Qualified Applicant Pool

MGT is a national leader in consulting, strategic planning, and organizational transformation that helps public-sector organizations strengthen inclusive, representative workplaces. In executive recruitment, we are intentional about building diverse, highly qualified candidate pools by expanding outreach beyond traditional channels and applying structured, job-related evaluation practices to support a fair, consistent, and merit-based selection process.

MGT is also a pioneering firm in disparity research. Since 1990, we have completed more than 230 disparity studies for public agencies to help strengthen procurement operations, improve accountability, and expand participation among historically underrepresented groups, including minority- and women-owned businesses. By analyzing policies, practices, and programs, our clients are better positioned to improve access to economic opportunity and develop stronger business and workforce pipelines in communities that have faced longstanding barriers.

We actively support organizations that advance broader representation in local government through volunteer engagement and financial contributions. Partners include the National Forum for Black Public Administrators, the Local Government Hispanic Network, the League of Women in Government, and CivicPride. Our team has presented on inclusive leadership at ICMA and state conferences, and staff participate in relevant professional development, including implicit-bias training. We also provide curated learning resources at mgt.us.

MGT has partnered with i4x, the consulting arm of the National Forum for Black Public Administrators, to support recruitment and selection efforts in multiple cities. This collaboration reinforces our focus on broad outreach and selection processes that help clients identify leaders who can effectively serve their communities.

Cost Proposal

*Defined by Impact. Driven by People.
Dedicated to the Community.*

We take pride in customizing our client's needs – and we will work with you to ensure our fees are aligned with your expectations and budget.

Full Scope Recruitment

Summary of Costs	Price
Recruitment Fee	\$22,000
Recruitment Expenses (not to exceed) Expenses include candidate due diligence efforts on presented candidates and background screenings for up to four finalists.	\$2,000
Advertising <i>*Advertising costs over \$2,000 will be placed only with client approval. If less than \$2,000, client is only billed for actual cost.</i>	\$2,000*
TOTAL:	\$26,000**

***Consultant travel expenses are not included in the price proposal. If the consultant is requested to travel to the client, travel costs will be estimated at time of request. Only actual expenses will be billed to the Village for reimbursement.*

Possible in-person meetings could include:

- Recruitment brochure interview process
- Presentation of recommended candidates
- Interview Process

Any additional consultant visits requested by the Village (beyond the three visits listed above) will be billed at \$225/hour. The additional visits may also result in an increase in the travel expenses billed.

*This fee does not include travel and accommodation for candidates interviewed.

RECOMMENDED OPTIONAL SERVICE

Our Classification and Compensation team can conduct a review and analysis of the job description, qualifications, and classification, and provide comparable insights using reliable compensation and job data sources. This analysis helps ensure the position's skill requirements and salary range are aligned with the broader market. **Cost: \$900**

Payment for Fees & Services

- **1st Invoice:** Contract Award (40% of the Recruitment Fee).
- **2nd Invoice:** Presentation of Candidates (40% of the Recruitment Fee & expenses incurred to date).
- **Final Invoice:** Completion of Recruitment (20% of the Recruitment Fee plus all remaining expenses).

Proposal pricing is valid for 90 days. Payment of invoices is due within 30 days of receipt.

Our Guarantee – Full Scope Recruitment

MGT will present well-qualified candidates and support the client through selection and appointment. Because top candidates move quickly, the client agrees to provide timely direction and decisions. If the client does not respond to multiple written requests for decisions and/or guidance within six weeks of (i) delivery of the candidate slate for interviews or (ii) completion of finalist interviews, MGT may, at its discretion, terminate the engagement and invoice for services performed and expenses incurred to date.

If the client rejects a slate of qualified candidates and/or does not negotiate in good faith to finalize an offer, and instead elects to re-advertise the position, MGT reserves the right to assess additional consulting fees commensurate with the incremental scope and work requested.

Upon appointment of a candidate, MGT provides the following guarantee: should the selected and appointed candidate, at the request of the Village or the employee's own determination, leave the employ of the Village within the first 12 months of appointment, we will, if desired, conduct one additional recruitment for the cost of expenses, including advertising and consultant travel. To enact the guarantee, the Village:

1. Must request the replacement search within 30 days of the candidate's departure.
2. Must provide documentation of (i) regular onboarding meetings with the governing body (or designee) and (ii) at least one formal evaluation, including the candidate self-evaluation, Board of Commissioners input, and a written evaluation summary provided to the candidate.

HIRING OF ADDITIONAL CANDIDATES

If the Village hires more than one candidate introduced by MGT as a result of this recruitment process during the subsequent 12-month period, an additional placement fee equivalent to 50% of the recruitment fee will apply for each additional hire. The guarantee stated above will only apply to the initial candidate hired by the Village.

Optional Recruitment Services

The Nation's Recruitment Leader.

Having a solid plan in place is the only way to reach your long-term vision and goals, and we want to see you thrive. Our variety of services can be personalized to make the most of your strengths and give you an extra layer of support where you need it. We offer the following additional service offerings:

FACILITATED PERFORMANCE EVALUATION

As a service to the Village, we offer the option of providing you with a proposal for a 360° performance evaluation for the appointed position at six months and one year into their employment. This evaluation will include seeking feedback from both elected officials and department directors, along with any other stakeholder the Village feels would be relevant and beneficial. This input will be obtained on a confidential basis with comments known only to the consultant. If you are interested in this option, MGT will prepare a proposal for this service.

LEADERSHIP/PERSONALITY TESTING

MGT has experience working with a wide variety of leadership and personality assessment tools, depending on the qualities and experiences the Village is seeking in their candidates. These include but are not limited to Luminaspark, Caliper, DISC, and others. Depending on the evaluation type, selected fees will vary.

RECORDED ONE-WAY VIDEO INTERVIEW OF CANDIDATES

Candidates we recommend for your consideration can complete a one-way video interview with three to five questions that will be recorded and which you can review electronically at your convenience. This can occur prior to making your decision on which candidates to invite for an interview at an additional cost.

Human Capital Consulting

MGT partners with public sector and nonprofit clients to address mission-critical human capital challenges through integrated staffing solutions and HR consulting. Our tailored approach helps organizations attract top talent, respond to urgent staffing needs, support complex IT initiatives, and strengthen long-term workforce strategy.

To schedule a complimentary consultation, contact MGT's head of Human Capital:
Joellen Cademartori, Senior Vice President | jcademartori@mgt.us

MGT STAFFING SOLUTIONS

Flexible staffing support to bridge workforce gaps and sustain operations. We serve cities, counties, school districts, and nonprofits with professionals across management, finance, IT, public safety, education, and more. We connect clients to skilled talent quickly through short-term assignments, longer-term placements, and outsourced arrangements to maintain continuity and stability.

CLASSIFICATION & COMPENSATION STUDIES

Classification and compensation expertise supported by current market salary and benefits data. We provide practical recommendations to guide workforce decisions and keep compensation competitive and equitable.

ORGANIZATIONAL & STAFFING REVIEWS

Assessment of organizational structure, workforce allocation, and operating dynamics to identify improvement opportunities. Data-driven insights help streamline processes, optimize and forecast staffing levels, and improve productivity.

LEADERSHIP DEVELOPMENT TRAINING

Leadership development for public sector supervisors, including an 8-week online supervisory course. We also offer tailored trainings and assessments to strengthen core leadership capabilities at every level.

HUMAN RESOURCES AUDITS AND ASSESSMENTS

Support that blends strategy and implementation, including strategic planning, change management, HR audits, staffing analysis, and policy review and development. This work strengthens compliance, aligns resources, and builds long-term organizational capacity.

EMPLOYEE ENGAGEMENT SURVEYS

Engagement surveys and workplace climate assessments, delivered with our University of North Carolina–Chapel Hill partner, to measure morale and identify actionable improvements.

SUCCESSION PLANNING

Succession strategies that build leadership continuity by aligning competencies with development opportunities and strengthening talent pipelines for near-term stability and long-term adaptability.

Appendix A. Consultant Biographies

Biographies of our proposed consultants are provided on the following pages.



Mark Peterson

MGT Approved Independent Executive Recruiter



Mark Peterson is a seasoned expert in Capital Improvement Funding, State and Federal Grant Procurement, and Financial Management, with over thirty years of municipal administration experience. Holding an M.A. in Public Affairs from the University of Iowa and a B.A. in Political Science, Mark's notable roles include City Manager of Town of Normal, IL (1998-2018), Chair of the Metro McLean County Centralized Communications Board (Metcom), and Trustee of the Bloomington-Normal Public Transit Systems Board (BNPTS). His career reflects a strong commitment to effective governance and public service, marked by his work in community policing, insurance administration, and sustainability initiatives.

At MGT, Mark utilizes his extensive network and strategic skills to enhance municipal policies and foster inter-agency collaborations. His expertise extends to executive recruitments across multiple states, including Illinois, Iowa, Missouri, Kentucky, and Wisconsin, covering roles from city managers to department heads in various sectors. Additionally, Mark has supported municipalities with strategic planning, team building, and performance evaluations, contributing to both long-term organizational growth and temporary staffing needs through GovTemps.

Areas of Expertise

- Capital Improvement Funding
- State and Federal Grant Procurement
- Financial Management
- Community Policing
- Insurance Administration
- Electric Vehicle Technology Deployment

Education

- M.A., Public Affairs, Local Government Management, University of Iowa
- B.A., Political Science, University of Iowa

Memberships & Affiliations

Municipal Insurance Cooperative Association (MICA), Former Treasurer

Metro McLean County Centralized Communications Board (Metcom), Former Chair

Bloomington-Normal Public Transit Systems Board (BNPTS), Former Trustee

Illinois City/County Management Association (ILCMA), Past President

Illinois Municipal League Managers Committee, Past Chair

Central Illinois Regional Broadband Network Board (CIRBN), Past Chair

Professional Experience

Town of Normal, IL, City Manager, 1998-2018; Assistant City Manager, 1988-1998

City of Liberty, MO, Assistant to the City Administrator, 1984-1988

City of Coralville, IA, Administrative Intern, 1980-1981

City of Ankeny, IA, Administrative Intern, 1978



Yolanda Howze, MPA

Director



Yolanda Howze is a well-regarded human resources professional with more than 20 years of leadership experience in public sector human resources, primarily in municipal government. At MGT, Yolanda serves as a Director with the firm's public sector executive recruitment team, leading projects across local government, nonprofit, K-12, and higher education clients. She brings deep expertise in executive search, classification and compensation systems, and human capital strategy, providing clients with comprehensive, tailored recruitment and HR solutions.

Prior to joining MGT, Yolanda held senior leadership roles in local government including Assistant to the City Manager/Director of Human Resources in Missouri and Director of Human Resources in Texas. She also served as a Director of Executive Search and Senior Consultant with national consulting firms, managing large-scale executive recruitment projects and advising clients on HR operations and organizational design and classification and compensation strategies. A recognized thought leader, Yolanda is a frequent speaker and author on HR topics and was honored by the Texas Municipal Human Resources Association (TMHRA) as Human Resources Professional of the Year.

Areas of Expertise

- Executive Recruitment & Human Capital Strategy
- Classification, Compensation & Total Rewards
- Organizational Development, Training & Performance Management
- HRIS, Process Improvement & Change Management
- Employee Relations, Risk & Emergency Management

Education

- M.A., Public Administration & Policy Analysis, Southern Illinois University Edwardsville
- B.A., Psychology and Organizational Leadership, Maryville University

Training & Instruction

- Senior Certified Professional, PSHRA-SCP, SPHR, SHRM-SCP
- Extensive Public Sector HR Leadership Training, PSHRA and SHRM
- Continuing Education & Professional Development Programs, Human Resources Certification Institute (HRCI), International City/County Management Association (ICMA)
- Conference Presenter and Workshop Facilitator, PSHRA

Memberships & Affiliations

International City/County Management Association (ICMA), Current Member
 Public Sector Human Resources Association (PSHRA), Current Member
 PSHRA Greater St. Louis Chapter, Current Member & Past President
 Society for Human Resource Management (SHRM), Current Member
 Texas Municipal Human Resources Association (TMHRA), Former Member
 PSHRA Texas Chapter, Former Member
 PSHRA Central Region, Former Member & Past Vice President

Professional Experience

MGT Impact Solutions, Director, Executive Recruitment, 2025-Present
 National Executive Search Firms, Director of Executive Search & Senior Consultant II, 2020-2025
 City of University City, Missouri, Assistant to the City Manager/Director of Human Resources, 2018-2020; Director of Human Resources, 2005-2010; HR Coordinator/Specialist, 2002-2005; City Manager's Executive Assistant, 1996-2002; Planning and Development Administrative Assistant, 1994-1996
 City of Bellaire, Texas, Director of Human Resources, 2012-2018
 Independent/Contract Consulting, 2011-2012



Charlene Stevens

Vice President



Charlene Stevens brings over 25 years of municipal management and 7 years of public sector recruitment experience to her role as Vice President at MGT. Charlene leads MGT's Executive Recruitment practice and provides consulting support for the Human Capital Consulting practice. Her career spans rural, suburban, and urban communities across Minnesota, Kansas, and Pennsylvania, giving her a strong ability to work effectively with diverse individuals and groups.

Her public sector background includes leadership in civic engagement, community visioning, workforce development, and downtown revitalization. Known for her professionalism and dedication to public service, Charlene is widely recognized for her leadership within the profession. She is a committed mentor and advocate for inclusive workplaces, with a strong track record in community engagement and project management.

Charlene is a frequent presenter at state and national conferences.

Areas of Expertise

- Executive Recruitment
- Human Resources
- Staff Development
- Strategic Planning
- Civic Engagement
- Community Visioning
- Parks and Greenspace Preservation
- Workforce Training Initiatives
- Municipal Management

Education

- M.P.A., University of Kansas
- B.A., International Relations, Pomona College

Training & Instruction

- Instructor, International City and County Management Association (ICMA), Emerging Leaders Development Program and Mid-Career Institute
- Presenter and Speaker for ICMA, MCMA, and State Association and Affiliate Groups

Memberships & Affiliations

International City/County Manager Association (ICMA), Current Member, Past Regional Vice President, Past Committee and Task Force Chair

Minnesota City/County Managers Association (MCMA), Current Member

League of Minnesota Cities, Past Board Member

Coalition of Greater Minnesota Cities, Past Board Member

Women in Public Service Wichita/Sedgwick County, Kansas, Founding Member

Professional Experience

MGT Impact Solutions, LLC, Vice President, 2019-Present

City of Cottage Grove, MN, City Administrator, 2015-2018

City of Willmar, MN, City Administrator, 2011-2015

Sedgwick County, KS, Assistant County Manager, 2006-2011

Township of Lower Gwynedd, PA, Assistant Township Manager, 1999-2006

Township of Buckingham, PA, Assistant Township Manager, 1997-1999

City of Wichita, KS, Neighborhood Assistant, 1995-1996

Appendix B. Client List

A list of the clients we have had the pleasure of partnering with that complement the Village's recruitment request is provided on the following pages.

City/County Management Executive Recruitment Client List 2023 to Present

State	Client	Position Title	Population	Year
Alaska	Bethel	City Manager	6,500	2024
	Homer	City Manager (Professional Outreach)	5,300	2024
Arizona	Buckeye	City Manager	69,744	2025
	Kingman	City Manager	34,669	2023
California	Antioch	City Manager	115,264	2024
Colorado	Adams County	Deputy County Manager	519,572	2024
	Longmont	Assistant City Manager - External Services	100,758	2025
	Loveland	City Manager	82,460	2024
Connecticut	Bloomfield	Town Manager	21,301	2024
	Granby	Town Manager	11,375	2023
	Simsbury	Town Manager	25,517	2023
Delaware	Milford	City Manager	12,272	2024
Florida	Apopka	City Administrator	55,496	2024
	Clearwater	Assistant City Manager	116,850	2024
	Deerfield Beach	City Manager	80,000	2024
	Fort Lauderdale	City Manager	184,255	2024
	Melbourne Beach	Town Manager	3,281	2025
	Miami Beach	City Manager	88,000	2024
	Pinellas County	Assistant County Administrator	970,600	2024
	St. Johns County	County Administrator	292,466	2023
Georgia	Walton County	County Administrator	75,305	2023
	Augusta	Deputy Administrator	200,000	2025
	Chatham County	Assistant County Manager	296,329	2025
Illinois	Cary	Assistant City Administrator	17,840	2024
	Crest Hill	City Administrator	21,169	2025
	Evanston	Deputy City Manager (2)	75,000	2024
	Farmer City	City Manager	1,828	2024
	Galesburg	City Manager	33,706	2023
	Hampshire	Village Manager	6,347	2025
	Hanover Park	Deputy Village Manager	38,510	2024
		Village Manager	38,510	2025
	Kenilworth	Village Manager	2,562	2024
	Lake Bluff	Assistant to the Village Administrator	5,698	2023
	Lake Villa	Assistant to the Village Administrator	8,774	2023
	Lincolnshire	Assistant Village Manager/Community & Economic Development Director	7,500	2025
	Lisle Township	Township Administrator (Virtual)	119,040	2024
	Long Grove	Village Manager	8,153	2023
	Maryville	Village Administrator	8,316	2024
	McHenry	City Administrator	27,135	2023
	Morton Grove	Village Administrator	23,500	2024
	Northfield	Village Manager	5,400	2023
	Oak Park Township	Township Manager	51,774	2023
	Park Forest	Village Manager	21,975	2025
Pingree Grove	Village Manager	10,000	2023	
Rockton	Village Administrator	7,863	2025	
Vernon Hills	Assistant Village Manager (Limited)	25,911	2025	
West Chicago	City Administrator	27,221	2025	
West Dundee	Assistant Village Manager/Administrative Services Director (Virtual)	8,000	2024	
Winfield	Village Manager	9,418	2025	
Winnetka	Deputy Village Manager	12,417	2025	
Iowa	Ames	Assistant City Manager (Limited)	66,498	2023
	Indianola	City Manager	15,833	2025
	Marshalltown	City Administrator	27,338	2024
	Sioux City	City Manager	83,000	2025
	Urbandale	City Manager	45,580	2024
Windsor Heights	City Administrator	4,860	2023	
Maryland	Takoma Park	City Manager	17,629	2023
Michigan	Barry County	County Administrator	60,540	2024
	Berkley	City Manager	14,970	2024
	Laketown	Township Manager	6,192	2025

	Troy	City Manager	83,181	2024
Minnesota	Blaine	Director of Administrative Services	67,939	2024
	Breezy Point	City Administrator/Clerk/Treasurer	2,396	2024
	Edina	Assistant City Manager (Limited)	53,318	2023
	Fairmont	City Administrator	10,477	2025
	Golden Valley	City Manager	22,715	2024
	Lindström	City Administrator	4,888	2023
	Ramsey County	County Manager	536,000	2024
	Scandia	City Administrator	4,149	2023
	Wayzata	City Manager	4,363	2025
Missouri	Creve Coeur	City Administrator	18,538	2025
	Frontenac	City Administrator	3,640	2025
	Jackson	City Administrator	15,702	2024
	Ozark	City Administrator	21,284	2024
	University City	Deputy City Manager - Support Services	35,172	2024
Nebraska	La Vista	City Administrator	16,746	2025
New Mexico	Los Alamos County	County Manager	19,330	2023
North Carolina	Albemarle	City Manager	16,404	2024
	Ayden	Town Manager	5,000	2023
	Cumberland County	Assistant County Manager	336,000	2025
	Mecklenburg County	County Manager	1,100,000	2025
North Dakota	Minot	Assistant City Manager	45,700	2023
Pennsylvania	Allegheny County	County Manager (Professional Outreach)	1,230,000	2024
Tennessee	Franklin	Assistant City Administrator	88,558	2025
	Oak Ridge	City Manager	31,402	2023
Virginia	Alleghany County	County Administrator	14,500	2025
	Fairfax County	Deputy County Executive	1,150,309	2024
	Hampton	Assistant City Manager	137,436	2024
	Newport News	City Manager	181,958	2023
	Pittsylvania County	County Administrator	59,571	2025
Wisconsin	Lake Geneva	City Administrator	7,710	2025
	Oshkosh	City Manager	66,700	2024
	Sheboygan	City Administrator	48,327	2023
	Waukesha	City Administrator	71,158	2023
	West Bend	City Administrator	31,540	2025

Item # 2.

ARNDT MUNICIPAL SUPPORT INC.

86-1211128

1542 W Polk Ave
Charleston, IL 61920





Executive Recruitment Services for the Position of Village Administrator Proposal

Village of Roscoe
Tom Green,

Thank you for the opportunity to provide you with a proposal to work with the Village in the recruitment of your next Village Administrator. Arndt Municipal Support, Inc. prides itself on a tailored, personal approach to executive recruitment for local governments. We can adapt to your specific requirements for the project. We strive to exceed your expectations.

Arndt Municipal Support is known for being a “candidate preferred” recruitment service. We strive to build relationships with the candidates and guide them through the recruitment process to make sure they can focus on becoming your next Village Administrator. The following are strengths we provide that help us stand out from the crowd:

- Quicker process
- Quicker project kickoff time – we begin immediately upon contract execution
- Hands-on effective and regular communication with the Village throughout the process
- Strong connection with the candidates at the beginning, during, and after the process
- Amazing local government reach
- Each recruitment is supported by a minimum of three professional team members

UNDERSTANDING OF ENGAGEMENT – SUMMARY

The Village seeks to undertake an executive recruitment for its next Village Administrator in early April 2026.

The Executive Recruitment process will include:

- Preparation and distribution of an Opportunity Teaser on social media prior to the official kickoff meeting to get the conversation started amongst passive job seekers.
- Deep dive data gathering for the Recruitment Brochure prior to the kickoff meeting.
- Research salary and employee benefit market trends and recommend a competitive job package.
- On-site kickoff meeting with the Mayor and Village Board.

- Maxwell DISC Assessments for the Mayor and each Board Member.
- Virtual individual interviews with the Village’s Leadership Team.
- Virtual individual interviews with the Mayor and each Board Member.
- Preparation and advertisement of a professional executive job announcement.
- Preparation and distribution of a social media/website promotional document.
- Preparation and distribution of an executive job brochure.
- In-depth professional background checks that include up to six national background checks for finalists that include credit, criminal, driver’s history, and education verification, and reference checks.
- Up to six Maxwell DISC Assessments for finalists.
- Preparation and submission of a Roscoe Organizational DISC Wheel.
- Preparation and submission of Team Roscoe DISC Communication Guide.
- Social media background searches.
- News article background searches.
- Preliminary virtual interviews with each semi-finalist.
- On-site candidate presentation to the Mayor and Board.
- Candidate portfolios for each finalist.
- Final interview coordination and facilitation.
- Preparation and submission of an interview guide that includes DISC highlights for each finalist.
- One-year guarantee (if candidate leaves for any reason before the end of one-year, consultant will complete a new recruitment at no cost except for costs associated with the background checks, DISC Assessments, and advertisement).
- Employment Agreement negotiation assistance.
- Delivery of a leadership book to the newly appointed Village Administrator.
- Three-month check-in with the Mayor and Village Administrator.

CONSULTING FIRM BACKGROUND

Arndt Municipal Support Inc. is a public-sector management consulting firm specializing in meeting the needs of local government.

Arndt Municipal Support Inc. provides services to jurisdictions and agencies on a variety of contemporary issues, including providing board training, **executive recruitment**, leadership development, leadership training, classification and compensation studies, and planning assistance. The company opened in January 2021. Arndt Municipal Support recently successfully completed the recruitment of a City Manager for Salem, IL, Mattoon, IL, Decatur, IL; the Village Manager for Niles, IL; the Village Administrator for Antioch, IL; and the City Administrator for Washington, IL. We are currently assisting the City of Rochelle, IL and the City of Streator, IL with the recruitment of their next City Managers. Our partnership with cities and villages within the State of Illinois places Arndt Municipal Support in a unique position to better meet the needs of Roscoe in this critical recruitment. Our incredible reach in the ICMA and ILCMA network connects with passive and active job seekers. We also have a tremendous connection with more than 12,000 professionals on LinkedIn.

PROPOSED CONSULTING TEAM

President/CEO James Arndt will serve as the project administrator and executive recruiter. Jim is connected with the International City Administrators Association, the Illinois City Administrators

Association, and the Illinois Municipal League. Jim recently gave a speech at the annual Illinois Municipal League in Chicago, IL about recruiting your next City Administrator/Manager. Jim has five years of successful experience as an executive recruiter.

Office Administrator/CFO Kimbery Arndt will serve as the recruitment coordinator. Kim is the co-owner of Arndt Municipal Support and serves as the AMS Office Manager.

Associate Katy Miller will also serve as the recruitment coordinator.

Consultant Randy Bukas will serve as an assistant recruiter.

Recruitment Testimonial:

"As Mayor of Salem, Illinois, I had the pleasure of working with Jim Arndt as a consultant during our search for a new City Administrator. Jim's expertise was instrumental throughout the entire process. From conducting DISC assessments and background checks to marketing our city and leading initial candidate outreach, he ensured that we attracted and evaluated top-tier candidates. His guidance during negotiations was invaluable, and his strategic approach made the entire hiring process seamless and efficient. Jim's professionalism, knowledge, and dedication to municipal leadership are truly top-notch. I highly recommend his services to any city looking for a skilled consultant to assist with executive recruitment, leadership and management."

Nic Farley – Mayor, Salem, Illinois

Recruitments

City of Decatur, Illinois Pop. 69,097

City Manager Recruitment

Mayor Julie Moore-Wolfe

217-424-2804

JMoore-Wolfe@decaturil.gov

Village of Antioch, Illinois Pop. 14,751

Village Administrator Recruitment

HR Manager Lori Romine

847-395-1000 ext. 1304

lromine@antioch.il.gov

Village of Niles, Illinois Pop. 29,918

Village Manager Recruitment

Human Resources Donna Dunn

847-488-8004

dmd@vniles.com

City of Washington, Illinois Pop. 15,857

City Administrator Recruitment

Mayor Lilija Stevens

309-258-6582

lstevens@ci.washington.il.us

Village of Mahomet, IL Pop. 9,434

Chief of Police Recruitment

Village Administrator Patrick Brown
 217-621-2602
pbrown@mahomet-il.gov

Letters of Recommendation attached.

EXECUTIVE RECRUITMENT PROCESS

The following proposed scope of services assumes kickoff of the project in early April 2026. We will begin as soon as the Village is ready to proceed. Time is of the essence.

PROPOSED SCOPE OF SERVICES

TASK 1

Outcome – Pre-kickoff support

Description – The Consultant will tease this opportunity within our vast municipal management network prior to the kickoff meeting on social media and by direct outreach. Consultant will gather brochure details from the Village staff prior to the official kickoff.

Method and Timeline – *Immediately* after contract execution

TASK 2

Outcome – Provide a Maxwell DISC Assessment for the Mayor and each Board Member and complete the virtual leadership team, virtual Mayor, and the virtual Board Members interviews.

Description – In this task, the Consultant will electronically submit a DISC Assessment to Mayor and each Board Member for use within this recruitment process. Consultants will meet virtually with departmental directors, the Mayor and Board Members.

Method and Timeline – *Immediately* after contract execution

TASK 3

Outcome – Completion of On-site Kickoff Meeting.

Description – The Consultant will conduct an on-site recruitment kickoff meeting with the Mayor and Board to discuss the recruitment process, discuss the culture of the Village, gather job announcement data, and establish advertisement sources. Consultant will share compensation and benefits recommendations.

Method and Timeline – April 2026

TASK 4

Outcome – Creation of Job Announcement and Advertisement

Description – In this task, after the completion of the kickoff meeting, the Consultant will create a job announcement and advertise this position with the approved advertisement sources. This project includes up to \$2,750.00 in advertising expenses for this position. Additional advertising costs, if desired by the client, will be billed directly to the client.

Method and Timeline – The 30-day advertisement period will begin the same week as the kickoff meeting.

TASK 5

Outcome – Virtual Preliminary Interviews and Initial Background Checks

Description – The Consultant will complete virtual interviews with all semi-finalists who meet or exceed the qualifications desired by the Village. At this time, we will complete a social media check and internet news check on each semi-finalist candidate.

Method and Timeline – Through virtual interviews at the completion of the 30-day advertisement process

TASK 6

Outcome – On-site Semi-finalist Presentation

Description – The consultant will prepare a candidate portfolio and present the semi-finalists to the Mayor and Village Board (on-site).

Timeline – After the completion of the preliminary interviews

TASK 7

Outcome – On-site Final Interview Support

Description – The Consultant will schedule, coordinate, and facilitate on-site interviews. This may include public stakeholders, department directors, Mayor, and Board. Prior to the final interviews, the Consultant will complete the DISC Assessment, the Organizational DISC Wheel, a DISC Analysis, reference checks, and final background checks for up to six finalists. If more than six are desired, the Village will be billed the additional expense of these services per additional finalist.

Timeline – As dictated by the flow of the recruitment process and the successful completion of a background check

TASK 8

Outcome – Job Offer

Description – The Consultant will make the job offer to the preferred candidate and assist with negotiating final employment terms with the preferred candidate.

Timeline – After the completion of the final interviews.

TASK 9

Outcome – Post Offer Services and Support

Description – The Consultant will distribute a Roscoe DISC wheel and Roscoe Communication Guide to the Village. The Consultant will provide the newly appointed Village Administrator with a leadership book. The Consultant will check in on the Village Administrator and the Mayor three months after the start of employment. The Consultant will notify all finalists about the Village’s decision and provide them with positive and encouraging feedback and encourage them to apply for other amazing management opportunities.

Timeline – Post offer.

NOT-TO-EXCEED FEES FOR THE REQUESTED SERVICES

For Village Administrator Recruitment Services:

- **Total Cost of \$25,000.00**
- **Total Cost does not include actual costs for candidate’s travel expenses.**

Billing

40% contractual fee after Task 3 – on-site kickoff meeting

40% contractual fee after Task 6 – on-site semi-finalist presentations

20% contractual fee after Task 8 – job offer made and accepted by preferred candidate

Arndt Municipal Support, Inc. is driven by our three core organizational values: dependability, integrity, and enthusiasm. Arndt Municipal Support, Inc. exists to support local governments, and we strive to exceed your expectations with every service we provide.

Following your review of this proposal, and if you find it acceptable, please sign the Contract Acceptance on the next page and return to my office via email to james@arndtmunicipalsupport.com. We appreciate your consideration of this Proposal.

Sincerely,

A handwritten signature in cursive script that reads "James Arndt".

James W. Arndt
President/CEO
Arndt Municipal Support, Inc.

EXECUTIVE RECRUITMENT CONTRACT

Between Roscoe, Illinois and Arndt Municipal Support, Inc.

The Village of Roscoe, Illinois agrees to have Arndt Municipal Support, Inc. conduct executive recruitment for the position of Village Administrator.

Total Project Cost for All Tasks Outlined in the Proposal:

\$25,000.00 plus additional expenses, if applicable as noted above

The Village will be invoiced 40% of the Total Project Costs after the completion of Task 3, 40% after the completion of Task 6, and the final 20% after the acceptance of the job offer Task 8.

ACCEPTED BY ROSCOE, ILLINOIS:

BY: _____

TITLE: _____

DATE: _____

ACCEPTED BY ARNDT MUNICIPAL SUPPORT, INC.:

BY: James Arndt

TITLE: President/CEO

DATE: 03/26/2026



Mayor
Scott J. Gartner

Clerk
Lori K. Romine



Brent C. Item # 2.
Ed Macek
Jose S. Martinez
Rebecca McNeill
Mary J. Pedersen
Scott A. Pierce

January 22, 2026

To whom it may concern:

After hearing Jim Arndt and his team present at the Illinois Municipal League Conference in Chicago knowing the Village of Antioch would likely be seeking a new Village Administrator in the coming year, I reached out to Jim to walk me through the process.


After our initial conversation, the Village Board agreed to hire Arndt Municipal Support to assist us in our recruitment efforts.

From start to finish, the level of preparation, professionalism, and structure that Arndt Municipal Support brought to the recruitment was something I could not have replicated on my own. This was money well spent. The process resulted in a candidate pool of approximately 150 applicants, followed by a smaller group of highly qualified finalists.

While the final decision was not easy, I firmly believe the process led us to the right person for where Antioch is today, and where we are headed in the future, as we continue to grow and move into the next phase of our organization.

I would highly recommend Arndt Municipal Support to any community looking for high quality professional recruitment services.

Sincerely,


Scott J. Gartner
Mayor
Village of Antioch



CITY OFFICIALS

Lilija V. Stevens, *Mayor*Valeri L. Brod, *City Clerk*Carol J. Crocker, *City Treasurer*Jeffrey A. Fiegenschuh, *City Administrator*

ALDERPERSONS

Paula Johnson, *Ward I*
 Todd P. Sluder, *Ward I*
 Michael Ernst, *Ward II*
 Jamie K. Smith, *Ward II*
 Bobby Martin III, *Ward III*
 Brandon Moss, *Ward III*
 John J. Blundy, *Ward IV*
 G. Michael McIntyre, *Ward IV*

February 2, 2026

Lilija V. Stevens
 Mayor, City of Washington

Washington City Hall
 301 Walnut Street
 Washington, IL 61571

Dear Recruiting Team,

Having recently been through the recruitment process to hire a city administrator, it is my pleasure to recommend Arndt Municipal Support, Inc. for your recruitment needs.

The recruitment process began with a kick-off meeting with our City's Elected Officials. This meeting was open to the public ensuring a transparent process. The process was clearly outlined in the proposed scope of services. Jim Arndt and his team worked collaboratively with various stakeholders to determine our specific requirements for our next city administrator.

Finalists completing the DISC assessment was part of the process that set Arndt Municipal Support, Inc. apart from the other search firms interviewed by our City. Understanding communication styles are integral to the success of a team. Jim Arndt incorporating both the DISC assessments and the Organizational DISC Wheel demonstrated their tailored personal approach.

Thanks to Arndt Municipal Support, Inc., the City of Washington hired an exceptional professional who has already created a positive impact in our community.

I highly recommend Jim Arndt and his team for meeting for your recruitment needs, along with recommending other Arndt Municipal Support, Inc. services such as City Council Training Sessions they provide for local governments.

Sincerely,

Lilija Stevens
 Mayor, City of Washington



Village Administrator

PREPARED FOR: Village of Roscoe
DATE: 3.30.2026
PREPARED BY: Cheryl Church, SHRM-SCP
📄 4701 East State Street
Rockford, IL 61108
☎ 815-961-0400
☎ 815-243-4004 (direct line)
📄 815-961-9539
✉ cheryl@workplacesearch.com



March 30, 2026

Village of Roscoe
Board of Trustees/Selection Committee

We would be pleased to be considered as the agency to lead the search for your next Village Administrator. As committed believers in our region, we are eager to partner with you in this critical endeavor and to offer an overview of our capabilities for such a project.

We are devoted to playing a role in our area's growth. The primary way in which we contribute is through connecting top talent with regional opportunities. We have a notable track record of leading searches which were crucial to our overall vitality and strength of our region. We bring energy, insight and dedication to a refined search process which results in the outcomes that uphold our commitment to our client and the communities in which we live, work and play.

With each high-profile search, we put our credibility and reputation on the line. Throughout the search process we join you in aspiring to an excellent outcome, and we are relentless in our efforts to deliver it. We're no stranger to this scope of search; we successfully have led searches for key organizational leaders for Illinois Municipal League, Region 1 Planning Council (formerly RMAP), Workforce Investment Board (Executive Director), Rockford Public Library, Winnebago County (County Administrator), Rockford Public Schools, Rock Valley College, Greater Rockford Growth Partnership (ED of Economic Development), and most recently, Four Rivers Sanitation Authority (Executive Director), as well as other municipal/ government/quasi-government entities.

Executive search has been a foundational part of our business for nearly 40 years and this is what we do best! We do it through our unique blend of recruitment experience coupled with the science and technology behind our teaming assessment – providing you with the most predictive indicators of performance and how they work in a team environment...critical when bringing in a new leader.

Our first step in the process would be meeting with the council and other stakeholders to truly understand the key indicators of success for this role. We work together to build out a full position profile that identifies the knowledge, skills, and abilities required for success, as well as the soft skills that are complimentary to your culture. We are confident in our ability to attract and identify leaders with backgrounds and capabilities that are right for the organization today and equipped for future success.

Further, we are confident that our ability to speak to the value proposition of our region is unparalleled, and our commitment to your success is without question. We welcome any questions and look forward to demonstrating our proven ability to provide successful leadership of this important search.

Sincerely,
Cheryl Church Director – Executive Search 815 243-4004



Village of Roscoe

Proposal to Provide Recruitment Services for the position of Village Administrator

I hereby certify that I am authorized to make this offer on behalf of the named company and to bind said company to this proposal. By submitting this proposal, I hereby represent that the firm identified below is fully qualified to perform the services described to achieve the organization’s objectives in a professional manner.

Name of Firm: Workplace
Address: 4701 E. State Street
City/State/Zip: Rockford, IL 61107
Signature: *Lesly Couper*
Name (Print): Lesly Couper
Title: Owner/President
Telephone Number: 815.961.0600
Fax Number: 815.961.9539
E-Mail Address: Lesly@workplacestaffing.com
Date Submitted: 3.30.2026

PRICE PROPOSAL

Our professional search fee is calculated as a percentage (20%) of the **final agreed-upon base salary** for the position.

For planning purposes, if we assume an anticipated base salary of **\$140,000**, the professional fee would be calculated accordingly and represents a **total professional fee of \$28000.00**

Our fee is billed in 3 increments:

- 1/3 at the start of the search
- 1/3 upon presentation of candidates
- Remaining fee is billed on the candidate’s start date.

Our placement is guaranteed for a period of 6 months. If the candidate leaves for any reason prior, we will conduct the search for a replacement at no cost. Should the candidate leave after 6 months but before their 1 year anniversary, we will conduct the search for a suitable replacement at 50% of the original fee.

Additional, Pass-Through Expenses

In addition to the professional fee, certain **out-of-pocket expenses** may be incurred during the search process. These expenses are **not marked up** and are billed at cost. They may include:

- Candidate travel (airfare, lodging, meals)
- Interview-related expenses
- Background checks or assessments (if requested)

Because these costs depend on the **number of out-of-area finalists and the interview process selected by the Village**, they cannot be precisely estimated in advance.

Typical searches incur minimal reimbursable expenses, particularly when initial interviews are conducted virtually. Any anticipated expenses will be **discussed and approved in advance** of being incurred.



our history

With over 35 years of experience connecting people and opportunities in the Rockford area, the **workplace** team are experts in our region's values, worth, and challenges. This expertise enables us to understand how to attract top talent to the Rockford area. With this thorough approach to the recruitment, assessing, and interviewing processes, we aim to place people with the passion and the experience needed to contribute to the growth and success of each client.

Founded in 1988, we are wholly woman-owned and operated. We are certified as a Women's Business Enterprise through the Women's Business Enterprise National Council and as a Women Business Enterprise with the City of Rockford (IL).

The fundamental corporate purpose of **workplace** has not changed in our over thirty-five-year history:

To connect **employees** and **employers** to
enhance lives, improve organizational outcomes
and *strengthen our communities.*

our core values

trust | We aspire to build trust through credibility, reliability and fairness.

respect | We treat everyone with the honesty and respect they deserve.

integrity | We hold ourselves to the highest ethical standards and follow through on our commitments.

collaboration | We build relationships, nurture connections and work together to deliver exceptional results because we know that together we are stronger.

innovation | We relentlessly search for new ways to solve problems and find solutions, both internally and for our clients.

our foundation

We have honed our skills as a multi-industry retained search firm that seeks and attracts talent to challenging opportunities. We excel at **finding, assessing** and **selecting high-performing leaders** in government, quasi-government, non-profits, and other industries central to our area. We have methods for identifying peak performers and a track record of excellent employee retention.

our experience

We have extensive experience recruiting for similar positions and employers. However, we are **not** a “niche search firm.” The failure of most niche search firms is that they are singular in focus and recycle candidates for multiple job openings. We rarely accept multiple concurrent searches with a similar candidate pool, in order to avoid bias and candidate recycling.

Most recruiters present candidates *on the job market*. We seek out and present the best available talent *in the market*. Because of our reputation for upholding candidate confidentiality, we frequently present highly desirable candidates who would not have surfaced through other means.

We carefully adhere to the highest ethical and professional standards in our recruiting process. We never recruit from an active client’s talent pool, and we refrain from pursuing candidates we have placed. In addition, we maintain strict confidentiality of clients and candidates alike. Because most top talent is often meaningfully engaged, we will take measures to protect the identity of a candidate through the early and mid-portions of the search.

local roots, regional focus, national reach

We are a regional firm rooted in Northern Illinois and Southern Wisconsin, fully invested in the long-term success of the leaders who shape our cities, organizations, and communities. We don’t operate from the sidelines; we live here, work here, and rely on the same economic and civic strength our clients help build. When our region thrives, everyone rises with it. That’s why we partner with purpose, elevate talent with intention, and commit ourselves to leadership that moves our communities forward.

In the global marketplace, **workplace** understands that an organization may need to search outside of the regional community for its talent needs. We have undertaken many successful national searches. We know what it takes to identify top talent in other communities and attract them to our region through a deep understanding of our region’s values, worth, and challenges. We are also committed to the talent in our own backyard and the great value in leaders who understand the communities that we serve.

the path to your next village administrator

Through years of experience, **workplace** has refined a four-phase process that not only produces results but also promotes confidence for the new hire and organization.



phase 1

Position Profile

Brainstorm Facilitation: We will facilitate an opportunity analysis session with the Board Chair and other key stakeholders. Our session will include facilitated discussion of the current reality/situational analysis, new hire success factors, key challenges, candidate “must haves,” the value proposition, sourcing strategies, and establishing a search timeline and protocols.

Solidify the Vision: We will draft a Position Profile. This is a unique document, which ties an individual’s performance to the organization’s operating plan and clearly defines what the new hire must achieve during the first twelve to eighteen months.



phase 2

Proactive Candidate Sourcing and Assessment

Develop Acquisition Strategy: Based on the Position Profile and an understanding of the organization, we tailor a plan of action to source candidates. We prepare a marketing statement, checklist of targeted recruitment venues, and partners.

Announcement of the Opportunity (posted confidentially, when required): We post the position with various job boards, social media and publications.

Identifying Talent: Our team of researchers and recruiters will use a wide variety of technology resources and proactive personal networking to locate and attract top talent who have a *track record of success* and cultivate those candidates – not just presenting active candidates in the marketplace.

Candidate Evaluation: We will review all submissions and conduct an initial interview with appropriate candidates to determine their fit with the expectations outlined in the Position Profile. The top candidates will complete an online assessment that uncovers a candidate’s fit with the role, fit with the organization, ability to handle stress, and teaming characteristics. We also conduct a preliminary investigation of the candidates’ digital footprint, as state and federal laws allow.

the path to your next village administrator, cont.

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phase 3

Candidate Selection

Profiling Candidates: The candidates' qualifications, resume, assessments and supporting documentation are summarized and presented to the Chair/selection committee.

Client Interviews: We assist in drafting questions and will be available to facilitate interviews with candidates and facilitate a selection conversation with your team.

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phase 4

Onboarding

Negotiation: We assist with compensation negotiation, the creation of a formal offer letter, and we act as an intermediary, diplomatically ensuring that the search is completed to everyone's satisfaction.

Verification: We conduct effective reference and background checks for the selected candidate, as state and federal laws allow.

Organization and Community Integration: Our process ensures that your branding is attractive, and that candidates become immersed in organizational culture from the earliest stage. We connect out-of-town candidates with resources necessary to relocate and assist with the integration of the selected candidate into strategic community networks.

collabGenius – the science behind our art

CollabGenius

We believe that we, as humans, affect each other profoundly, and it is the way we affect each other that determines our value to our organizations. We combine our 35 years of success in recruitment, coaching, and consulting with a science and technology that predicts how a person will perform when collaborating to solve problems, overcome obstacles, and achieve common goals.

All executive searches include a CollabGenius report for finalist candidates. Unlike all other psycho-metric tests that assess personal attributes (strengths, intelligence, personality traits, competencies, etc.) and then infer how people will behave, CollabGenius elicits teaming responses and accurately predicts an individual's Role-fit, Team-fit, Coherence and Teaming Characteristics. These reports are tailored to your organization and are able to predict new hire success.

CollabGenius™ is our proprietary team-dynamics intelligence tool that predicts how a leader will *actually* perform inside your organization — not just on paper.

We analyze the deeper drivers that determine long-term success:

Leadership style & influence patterns

- **Decision-making tendencies**
- **Communication preferences**
- **Cultural alignment & stress behaviors**
- **How they complement your current team dynamics**

Where CollabGenius™ Sets Us Apart

Most firms stop at “here’s your finalist.”

We go further, using CollabGenius insights to build a *precision-fit* talent strategy that sticks.

With CollabGenius™, we tailor:

- ✓ **Offer-Letter Strategy:** What motivates the candidate, what levers to pull, and how to structure an offer that lands cleanly and avoids renegotiation drama.
- ✓ **Onboarding Strategy:** How to integrate the leader into your culture, team, and workflows so they gain traction fast and avoid the first-90-day missteps.



why collabGenius?

Why It Matters

Great hires don't fail on competence, they fail on **fit, chemistry, and alignment**. CollabGenius™ eliminates the guesswork and gives you:

- Reduced hiring risk
- Faster ramp-up time
- Stronger team cohesion
- Longer leadership retention
- Clear visibility into how the finalist will lead *your* organization

Bottom line:

CollabGenius™ gives you the intelligence to hire the right person and set them up to thrive.

CollabGenius in Action

We've included sample CollabGenius™ reports in the appendix to demonstrate how we evaluate leadership style, team dynamics, offer-fit, and onboarding strategy.



retained search fee structure

We will conduct this search for **20% of the candidate's first year compensation**. One third of the anticipated fee is due at the beginning of the search, one third is due when candidates are presented, and the remainder of the fee is due on the selected employee's start date. The placement is guaranteed for a period of 1 year on a tiered basis. If the candidate's employment terminates prior to 1 year, **workplace** will recruit a suitable replacement.

First six months – a replacement search will be conducted at no charge

After six months, and prior to the candidate's 1 year anniversary, a replacement search will be conducted at 50% of the original fee.



AGREEMENT TO CONDUCT A RETAINED SEARCH

Rate effective through 12.31.2026

FEES AND EXPENSES: Village of Roscoe agrees to pay a fee in the amount of 20% of the selected candidate's first year salary to THE WORKPLACE, INC for this search. Such fee is not subject to reduction regardless of the method used to source the selected candidate. The placement is guaranteed for 1 year on tiered schedule as follows:

Should the candidate leave for any reason during the first 12 months, Workplace will conduct a replacement search at no charge on a tiered scale.

First six months – a replacement search will be conducted at no charge

After six months, and prior to the candidates 1 year anniversary, a replacement search will be conducted at 50% of the original fee.

In addition to any fees, Village of Roscoe agrees to pay all reasonable preapproved expenses incurred by THE WORKPLACE, INC. related to the performance of its services under this agreement. Expenses may include, but are not limited to, candidate travel, lodging, and entertaining. There is no mark-up on the expense fees.

PAYMENT TERMS: Village of Roscoe agrees to pay all fees and related expenses upon receipt of invoice. All fees are non-refundable. Fees are invoiced on the candidate's start date.

CONFIDENTIALITY OF REFERRALS: All candidate referrals made by THE WORKPLACE, INC. are made on a confidential basis and Village of Roscoe shall hold THE WORKPLACE, INC. harmless from any liability resulting from Village of Roscoe's unauthorized disclosure or misuse of information regarding any candidates or their candidacy.

DISCLAIMER: THE WORKPLACE, INC. does not guarantee the performance of any candidate or the accuracy of information provided regarding a candidate, and disclaims any responsibility for claim, loss, or liability as a result of a candidate's acts or omissions.

Village of Roscoe

The Workplace, Inc.

By: _____
Print name of Village of Roscoe representative

By: _____
Print name of workplace representative

Sign and date

Sign and date

Appendix

- Inclusive Recruitment and Outreach Strategy
- Sample Candidate Assessment Summary
- Sample Offer Letter Strategy
- Sample Onboarding Strategy
- Tentative Search Timeline



inclusive recruitment strategy

workplace search will conduct a Village Administrator recruitment process designed to attract a **highly qualified and diverse pool of candidates** while maintaining the Village’s commitment to merit-based selection, transparency, and full compliance with all applicable federal, state, and local equal employment opportunity requirements.

Our approach reflects the understanding that strong municipal leadership can be found through many professional pathways and that broad outreach strengthens—not dilutes—the quality of the candidate pool.

Recruitment Materials

workplace search will develop a comprehensive Village Administrator profile that clearly communicates Roscoe’s leadership expectations, governance structure, and community priorities.

- Recruitment materials will emphasize **core executive competencies**, including strategic leadership, financial stewardship, council–manager relations, community engagement, and organizational management.
- Language will be **objective, job-related, and inclusive**, focusing on demonstrated results rather than narrowly defined career paths.
- Materials will be provided in **clear, accessible formats** and will include appropriate EEO statements consistent with Village policy and Illinois public-sector standards.
- The position profile will highlight the Village’s unique assets, challenges, and opportunities to attract candidates aligned with your culture and future direction.



Outreach and Distribution

The search will combine **national reach with targeted public-sector outreach** to ensure broad awareness and strong candidate interest.

National and Professional Outreach

- Village/City/County Management Association and regional associations.
- Public-sector executive recruitment platforms.
- Direct outreach to sitting and emerging Administrators, City Managers, Assistant City Managers, and comparable municipal executives regionally and nationwide.

Targeted Outreach

- Professional organizations and leadership networks serving underrepresented groups in local government.
- Outreach to candidates with experience in cities of comparable size, complexity, and council–manager form of government.
- Confidential referral outreach to identify high-performing leaders not actively seeking new roles.

Engagement and Accessibility

- Candidates will receive clear information regarding application procedures, timelines, and selection steps.
- Reasonable accommodations will be available throughout the recruitment and interview process upon request.
- Workplace Search will maintain **confidentiality, professionalism, and consistent communication** with all candidates.



Compliance and Oversight

- All recruitment activities will be conducted in alignment with Village policies and ethical standards.
- Workplace Search will work closely with leadership and designated staff to ensure consistency, transparency, and adherence to the Village’s established process
- Outreach efforts and applicant source data will be documented to support accountability and reporting.

Evaluation

Recruitment effectiveness will be evaluated based on:

- Depth and quality of the candidate pool
- Breadth of professional experience and leadership perspectives represented
- Candidate engagement and responsiveness throughout the process

Commitment

Workplace Search is committed to delivering a **fair, transparent, and inclusive Village Administrator recruitment** that results in a highly qualified candidate slate aligned with your values, governance model, and long-term goals.



sample candidate summary

Strong Role alignment with financial operations and oversight, but likely friction in collaborative and directive team environments.

Jane Doe is a **Highly Coherent Watchdog/Vision Mover** — a rare dual-role combination that blends fiscal governance with strategic insight. Her behavioral pattern aligns well with the **execution, structure, and resource control** requirements of the Controller role. However, her **directive communication style and authority-orientation** may require calibration to support effective team leadership and peer collaboration within a multi-role operational environment.

Behavioral Insights

Role Alignment:

- **Watchdog:** High alignment with fiscal governance, compliance, and resource allocation responsibilities — essential to Controller roles.
- **Vision Mover:** Adds strategic planning capacity and long-range financial foresight, enhancing value beyond transactional oversight.

Teaming Characteristics:

- Operates best in **clear authority structures**; may resist peer-level influence or direction from others without explicit agreement.
- Prefers to **lead from the front**, often through directive communication; will not thrive in a consensus-based team without clear role clarity.
- Strong preference for **predictability and control**, which supports accuracy and process integrity, but limits adaptability in rapidly evolving scenarios.

Coherence:

- High behavioral Coherence indicates **reliable execution and pressure tolerance**, especially in environments that value clarity, control, and measurable output.

What She Does Well

- **Enforces standards and accountability:** She will not let customer issues linger — if the company is falling short, she'll press internally to correct it.
- **Clarifies obligations:** Jane excels at making sure contractual terms are upheld and resources are appropriately directed. She's likely to defend the business when customers are unclear or overreaching.
- **Prepared and solution-focused:** Comes to the table with facts, numbers, and process options — not platitudes or vague promises.



Opportunities & Gaps

Strengths / High Contribution Zones

- **Process ownership:** Strong ability to drive month-end close, budgeting, and regulatory reporting with rigor and continuity.
- **Resource coordination:** Naturally inclined to get the right resources to the right places — strong match with budget allocation and inventory costing.
- **Accountability under pressure:** Jane remains productive and focused even in conflict or ambiguity, provided the hierarchy is respected.

Risks / Support Needs

- **Authority resistance:** May challenge direction unless role boundaries and reporting structures are clearly defined.
- **Team conflict potential:** If other team members hold similar directive or detail-focused Roles (e.g. another Watchdog or Action Former), role clashes could arise.
- **Limited adaptability:** May struggle in environments requiring high change agility or peer-driven collaboration without clear guardrails.
- **Low tolerance for emotional ambiguity:** If customers are vague, accusatory, or excessively relational, she may get frustrated or shut down.
- **Directive tone under pressure:** Can come across as firm or blunt — useful in escalation, but may create friction if customers expect diplomacy or empathy.
- **Does not enjoy “being sold”:** If customers try to pressure or negotiate unfairly, Jane will hold the line — possibly at the cost of relational capital if not supported by leadership.

Recommendation

Jane is a high-potential Controller candidate for a company like XYZ Corp if the environment:

- Respects **clear operational lanes and reporting hierarchies**
- Provides **decision autonomy** over financial systems, controls, and compliance



sample offer letter strategy

To appeal to **Jane Doe**, your offer letter should reinforce her **sense of control, contribution, and alignment** with the mission — while clearly communicating the **boundaries of authority** and **strategic value** of her work.

Here's what to **include** (and why), based on her CollabGenius Watchdog/Vision Mover profile:

Offer Letter Content Strategy for Jane Doe

1. Clear Scope of Authority

She needs to know **where she has decision rights** and where she'll be supported, especially in finance operations.

Include:

“You will have direct ownership of the company’s financial systems, including reporting, payroll, compliance, and budgeting. You will have authority to enforce standards, optimize processes, and advise leadership on strategic planning priorities.”

2. Direct Access to Leadership

As a Vision Mover, She will be motivated by influence and high-leverage conversations — not just behind-the-scenes execution.

Include:

“You will report directly to the President and serve as a strategic partner in guiding financial priorities that affect the entire organization.”

3. Respect for Her Discipline and Systems Thinking

She is proud of her rigor and process-minded approach. Reinforce that this is exactly why she's being hired.

Include:

“We value your disciplined, structured approach to financial leadership and your ability to identify and improve systems that support long-term growth. Your insight will help us move from good intentions to measurable results.”



sample onboarding strategy

ONBOARDING PLAN: Jane Doe

Role: Controller

Behavioral Profile: Highly Coherent Watchdog / Vision Mover

Report-to:

Week 1–2: Anchor Her Authority and Role Clarity

Objective: Establish Jane’s domain and decision authority from Day 1

Actions:

- Formal 1:1 with President outlining expectations and financial ownership scope
- Written org map showing who reports to her and who she collaborates with (and *who doesn’t*)
- Grant full access to all financial systems and reporting tools with walkthrough from current team lead or IT
- Clarify how issues with A/P, payroll, or pricing should escalate — Jane prefers a command structure, not passive consensus

Messaging:

“Jane, we trust you to own this lane. We don’t need reinvention — we need accuracy, follow-through, and steady leadership from finance. That’s why you’re here.”

Week 3–4: Operational Ownership + First Financial Cycle

Objective: Position Jane to run a full month-end and start refining systems

Actions:

- Shadow or co-lead current month-end close
- Take lead on cash flow tracking and bank reconciliation for the period
- Review prior-year budget and current year variances; propose 1–2 process upgrades
- Introduce her to vendors or external partners she’ll interface with (e.g. tax consultants, bank contacts)

Watchpoints:

- She may push back on inefficient legacy systems or unclear pricing logic — this is a sign of alignment, not friction
- Ensure team respects her decision scope. Any peer-level pushback should be addressed quickly by leadership



Month 2–3: Strategic Integration & Financial Leadership

Objective: Align Jane’s Vision Mover strength with long-term goals

Actions:

- Invite her into strategic planning sessions related to inventory costing, flat rate pricing, and budget setting
- Ask her to draft a 3–6 month roadmap for financial system improvements
- Assign her to lead an internal training or documentation session for one recurring finance process (e.g., payroll entry, bank rec, AP approvals)
- Establish monthly check-ins with the President focused on strategic progress, not just reporting metrics

Support Tip:

Frame these conversations around **operational foresight** — Jane thrives when her strategic voice is taken seriously, especially if paired with execution authority.

Long-Term Retention Drivers

Jane will stay engaged and high-performing when:

- Her **expertise is respected**, especially around financial accuracy and systems
- She is **trusted to enforce standards**, not micromanaged or second-guessed
- She has a say in **strategic planning and resource allocation**, especially when efficiency and value are on the line
- She’s protected from **chronic ambiguity or team politics** — clarity and order are fuel for her best work

NOTE: This onboarding plan supports, not replaces, manager judgement.



Village of Roscoe

Tentative Timeline for Village Administrator Search

Step One: Position Assessment and Job Announcement

- Position Profile meeting with selection committee (scheduled within a week of search award)
- Interviews with key stakeholders within the village if desired (within a week of search award and staff availability)
- Draft Position Profile for review by Board of Trustees (week 2)
- Ongoing: Research and recruitment of desirable candidates

Step Two: Pro-active Candidate Recruitment (weeks 3-5)

- Position Profile posted in appropriate sector publications and websites as well as in social media
- Pro-active research, networking, and direct recruiting by **workplace** staff of desirable candidates

Step Three: Candidate Screening and Evaluation (weeks 3-5)

- Review and evaluation of the candidates' credentials, interviews with appropriate candidates by **workplace** staff, and initial round of vetting candidates

Step Four: Presentation of the Recommended Candidates (week 6)

- Written Recruitment Report presented to the Selection Committee. Selection of finalist to be interviewed by the Selection Committee, and development of questions for Selection Committee interviews

Step Five: Interviewing Process and Background Screening (week 7)

- Candidate interviews with the Selection Committee facilitated by **workplace**

Step Six: Appointment of Candidate (week 8)

- Assist with salary and benefit negotiations of the successful candidate selected by the City Council

