

Proposal for Executive Search Services

General Manager

Truckee Tahoe Airport District

by

ADK Consulting and Executive Search

April 7, 2022

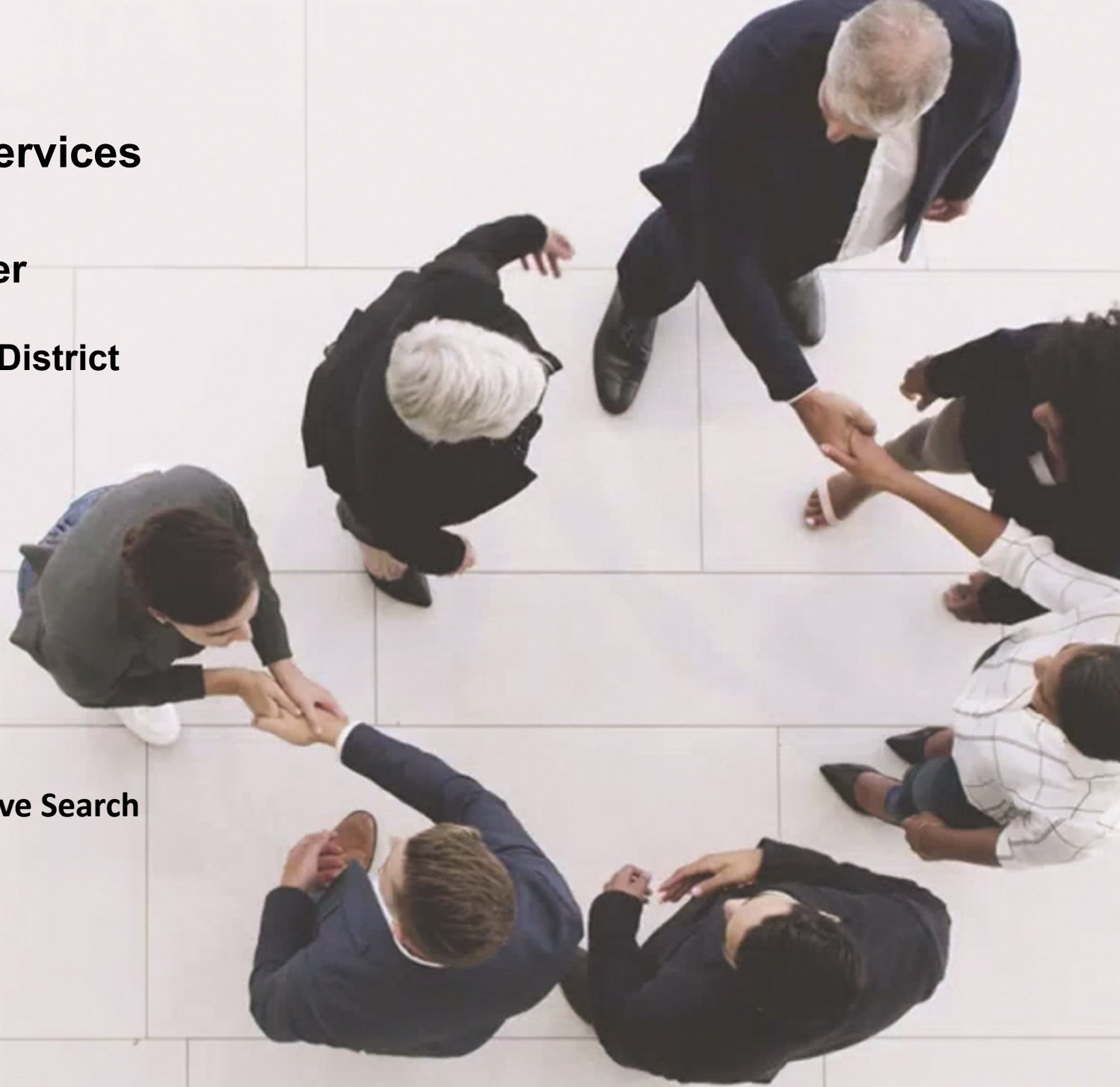


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Proposal for Recruitment Services

General Manager

Truckee Tahoe Airport District

April 7, 2022

ADK Consulting & Executive Search (ADK) is pleased to offer its Full-Service and HR Assist executive search services to the Truckee Tahoe Airport District (Client) in response to its request for a proposal. The position to be filled is for a General Manager.

ADK Consulting & Executive Search

Objectives

The objective of our ADK Team is to assist in filling this position with the best talent and cultural fit available.

We believe that working collaboratively and understanding your organization, the position to be filled, and the needs of the Client are critical to finding the best fit candidates.





Executive Summary

ADK is an industry leader in executive recruiting and organizational development. Our roots date back to our incorporation in 2003 in Jacksonville, FL. Our early success in identifying and providing outstanding leaders not only enhanced our clients' organizations but made a positive impact on their communities and regions. Many of our executive placements are recognized as top leaders in the industry affecting policy, best practices and legislation on the national level.

[Click here for our brochure Introduction to ADK](#)

Airport Expertise

Today, ADK is considered the largest talent search firm in the U.S. airport industry, based on the total number of searches performed annually for airports. ADK has placed over 125 Airport Directors / CEOs / Executive Directors and we have worked with over 160 airports throughout the U.S. over the past 19 years, conducting organization and compensation studies and successfully completing well over 400 senior executive level airport searches. We have also been fortunate to work for many organizations affiliated with airports and transportation.

The testimony for any search organization is the success and repeat business that has been achieved between them and their clients. Repeat clients account for over 80% of our projects since 2003. We are honored that we have performed multiple searches for many of our clients and are the "go to" firm for their ongoing HR solutions.

ADK Team

The ADK Team, with 19 professionals, has decades of experience in executive recruitment, business management, board experience, organizational leadership, and compensation studies, just to name a few. We have the knowledge and expertise to recruit the best fit executives for our clients and continually strive to exceed both client and candidate expectations. The ADK Team is fully committed to providing the highest level of service and results in the recruitment and development of your leadership team. Just ask *any* of our clients.

ADK Executive Leadership Team

Doug Kuelpman **President / Chief Executive Officer**

Doug is the founder and co-owner of ADK. Doug has over thirty years of experience in the aviation industry and eighteen years in the executive recruiting industry. In 2003, he started ADK Consulting & Executive Search, specializing exclusively in airports. Prior to starting ADK, he was with UPS Airlines for eighteen years. As Vice President, he was a member of the initial startup team for the airline. Doug holds a bachelor's degree from the University of Washington, served as an engineering officer in the U.S. Navy, and is a licensed commercial pilot with instrument ratings.

Annell Kuelpman **Executive Vice President / Chief Operating Officer**

Annell is co-owner of ADK. She has over thirty years of recruitment experience and provides leadership for strategic planning initiatives including innovative recruitment processes. Her early career and success in commercial real estate and consulting business led to recruiting, marketing, training and business development for private companies and business development and coaching for individuals. Annell holds a bachelor's degree from the University of Kentucky.

Blake Astran, J.D. **Vice President, Business Operations**

Blake has years of executive recruiting experience primarily focusing on public sector clients including aviation, transportation, and local governments. Prior to joining ADK, Blake practiced law in both the public and private sectors, with a concentration on criminal law. Most recently, Blake was a senior associate at Krauthamer & Associates, Inc. He received his bachelor's degree from the University of Florida and Juris Doctorate from Barry University.

Linda Frankl, A.A.E. **Director, Senior Practice Leader**

Linda started her aviation career over thirty years ago in operations and security. For over twenty years, she worked for Columbus Regional Airport Authority leading senior departments in operations and strategy. Prior to joining ADK, she was Vice President, Strategy Management. While at Columbus, Linda participated in the research and creation of ACRP's Report 75, Airport Leadership Development Program now being utilized by many airports around the country. She holds a bachelor's degree from Embry-Riddle Aeronautical University.

ADK Team Approach

Every search is assigned a team of professionals and is led by a Senior Project Manager with years of experience working at airports prior to joining ADK. All search managers have proven project management experience in recruiting. Included on the team is an experienced assistant project manager, a SHRM certified HR specialist, a sourcing strategy specialist, an advertising coordinator, and administrative support staff. All members of the entire ADK team have input to every search. See a complete list of our team bios at: [Our ADK Team](#)

Key Elements for Every Search

Our focus is on top performers directing our principal energy and attention to the candidates who show highest potential of a good match for this position. At ADK, we target and identify top performing industry professionals who demonstrate a proven track record of success and best cultural fit for your organization. ADK's recruitment plan below can be tailored or amended to meet the Client's needs and/or expectations.

Communication:

We strongly believe that communication with our clients and candidates is essential to a successful search. Throughout the search, we communicate with our clients and candidates so that we all have the same shared expectations.

Strategy Discussion:

At the start of the search we schedule a "Strategy Discussion" that includes our client (Hiring Manager and/or Executive Sponsor) and those associated with the search as well as our Project Manager and the ADK Team members that will work closely on the search. We will collectively determine the profile of what you are looking for in your new hire, discuss your expectations, express your priorities for the position, and define the exceptional qualities that you want to see in your new hire. ADK works with our clients to gain an understanding of their organizations and the community in which they live and work. This knowledge base continues to grow with every search. The information we gather will help our team build their strategic approach for the search. With the development and posting of a recruitment brochure, we will develop a firm timetable for the search.

Direct Sourcing and Team Approach:

Every search is touched by multiple members of our team working collaboratively on all of our searches. The Senior Project Manager and Project Team who are responsible for your search thoughtfully create a target list of known potential candidates and a list of organizations that will most likely provide the best fit candidates for the position. Our team has an incredibly large network in the industry and first-hand knowledge of key leaders and resources throughout the country. Our role is to make the opportunity known to passive candidates. Personal contact is critical to success in recruiting these candidates.

Unmatched Database:

We have been developing a database of industry professionals since 2003. We electronically contact over 50,000 subscribers announcing our searches through our widely read e-newsletter. We believe our database is unmatched because we make a concerted effort to keep contact information current and continually add new subscribers through our website and new applicants for our many C-level searches.

Key Elements for Every Search

Our focus is on top performers... (Continued)

Diversity, Equity, and Inclusion:

We are committed to the advancement of the principles of diversity, equity and inclusion. We believe that the most diverse candidate pool starts with our own intentional, thoughtful and targeted personal outreach which is an extremely important role and responsibility of our ADK Team. Our firm belief is that organizations that employ/promote people of different genders, ages, races, cultural backgrounds, languages and national origins offer creativity, problem-solving, engagement, innovation, strategic thinking, better decisions and improved results. Our role and commitment to ourselves and to our clients is to promote an inclusive culture where every individual is valued, respected, and supported and everyone has the opportunity to achieve their potential.

Internal Candidates and External Candidates:

We are your partner in this search irrespective of the source of the candidates. Many of our searches include internal candidates and our client has the opportunity to see how their internal candidates compete on the national level. If candidates are generated internally or if Client receives applications/résumés directly, they should be referred to ADK to be included in the overall candidate pool. All candidates are assessed on their own merits.

Applicant Tracking System (ATS):

Candidates submit directly through our website to our secure online applicant tracking system, iCIMS, that is used by companies such as Amazon and Microsoft. At this location, candidates are requested to respond to initial screening questions that give us additional information about their background and qualifications related to the position that are not necessarily obvious in their résumé. Our screening process moves through various phases where our Project Manager advances the candidates to next steps including written responses to essay questions and self-directed video interviews explained in Phase 2 Screening. Top candidates and their screening materials are shared with our client through our dedicated Confidential Client Portal when Client wants to see them.

Notification:

ADK has an outstanding reputation for keeping candidates apprised of their status throughout the search process. After the search, those who seek guidance as to their possible shortcomings are given a courteous and professional response. Many candidates have expressed appreciation over the years for our thoughtful, helpful guidance.

2 Levels of Searches

- **Full-Service**
- **HR Assist**

Both search Levels can be *customized* to fit client needs, timeline and budget .

1. Full-Service Search

- Visits to Client (not including travel expenses)
- Phase 1: Candidate Pool Development
- Phase 2: Screening Level 1
- Phase 2: Screening Level 2
- Phase 3: Screening Level 3
- Phase 4: Final Interviews and Negotiations
- Consultation and communication with Client throughout process
- Placement Guarantee as outlined on Page 16

2. HR Assist Search

- Phase 1: Candidate Pool Development
- Phase 2: Screening Level 1
- Phase 2: Screening Level 2
- Consultation and communication with Client throughout process

Recommendation of Top Candidates for further screening and final interviews to be conducted by Client.

Work Scope

Phase 1: Candidate Pool Development

Applicable to both Full Service and HR Assist searches.

Candidate Pool Development

Our objective is to attract as many top quality candidates as possible by casting as wide a net. We believe the best finalists come from being thoughtful in our outreach to find outstanding candidates who may or may not be looking for a job.

1.0 Human Resources Compliance

ADK will work with Client and ensure compliance with Client's Human Resources processes regarding applications, testing, and timing.

1.1 Recruitment Brochure Development & Posting

The development of a comprehensive and outstanding recruitment brochure is synonymous with ADK. It allows interested candidates to learn about the community, the organization, and the Position Profile that establishes what is being sought in your ideal candidate. A link to the brochure will be provided for posting on Client's website if applicable. The posting of the brochure is the "official kick-off" of the search campaign and the basis of the timeline.

1.2 ADK Network and Direct Sourcing

ADK retains staff who are industry specialists for a reason. We are widely known throughout the U.S., have personal knowledge of available talent, and know what the typical requirements are for the positions we are retained to help fill. We use our direct outreach process to actively recruit qualified and diverse candidates for this position. Our knowledge of the industry and nationwide outreach also allows purposeful involvement of women and minority candidates in our selection pool.

Many of the most talented candidates we have placed come from our direct sourcing and targeted outreach through personal and direct telephone contacts as well as our industry leading e-newsletter. Our role is to make this position known to a wide universe of potential applicants and to cultivate an interest in the vacancy. The quality and diversity of the final list of candidates is totally dependent on the qualifications of the initial candidate pool; hence, the amount of time we spend on candidate pool development is critical to the success of our search process.

1.3 Marketing & Advertisement

We will post electronic recruiting ads with appropriate national organizations and other mediums as determined necessary and appropriate in consultation with the Client. Ads attract people who are typically looking for a move and sometimes these ads reach potentially good candidates by word of mouth through this process. We capture passive candidates through our ADK e-Newsletter that is widely read, and through our team strategy and targeted approach.

Work Scope

Phase 2: Screening

**Applicable to both
Full Service and HR Assist searches.**

ADK uses a variety of tools to assesses all candidates, internal and external. Through our vetted and thorough screening phases, we assess background and skill sets, level of enthusiasm for the position, cultural and personality fit, reputation, and leadership style. We determine the closest match to background and experience that is relevant to the position.

Level 1 Screening:

2.0 Job Specific Questionnaire:

These questions are the first screening questions that are presented to the candidates at the time they apply. They are quick multiple choice questions that tell us whether the candidate meets the minimum qualifications for the position as developed with Client's input.

2.1 Résumé Review:

Résumés are reviewed by the Project Manager and the Assistant Project Manager.

2.2 Next Steps:

Top candidates meeting the qualifications and expectations are moved to the next stage of ADK's screening process.

Work Scope
Phase 2: Screening
Applicable to both
Full Service and HR Assist searches.

Level 2 Screening

2.3 Client's Application (if required)

If Client has a required application process, candidates will be notified via email and an included link that leads to the Client's application that must be filled out to be considered for this position. Candidates will be notified that this application does not come to ADK.

2.4 Questionnaire

Candidates who meet minimum qualifications will be asked to respond to essay questions at this point. These supplemental responses give us additional insight into the candidates, how they think, an example of their written communication skills, and more information than is typically found in a résumé.

2.5 Video Recordings

We provide a 10-12 minute video interview snippet to gain insight into a candidate's presence and demeanor.

2.6 Review of Essay Questionnaires & Video Recordings

The ADK Search Manager and associated team members review all Essay Questions and Recorded Video Interviews.

2.7 Conversations

The Search Manager explores any areas that may need to be clarified through personal conversations with the top candidates.

2.8 Client Consultation

Recommendations to Client for next steps in the client screening on Client's schedule.

2.9 Deliverables

Candidate submittals and screening results are made available in real-time for easy viewing through the Confidential Client Portal or at the time Client wishes to review them after certain application and/or testing procedures have taken place.

NOTE: For an HR Assist search, at this point of the process, ADK has completed it's search and Client takes over with their normal HR processes that may include additional testing, interviews, reference checks, media checks, final interviews, and negotiations.

Work Scope

Phase 3: Screening

Applicable to Full-Service searches only.

Level 3 Screening

3.0 In-depth Conversational Interviews

HR conversational interviews are conducted in-depth by one of our SHRM certified team members to obtain a better understanding of each candidate's depth of knowledge in the industry, the personality of each of the candidates, and their enthusiasm for this position. We acquire an in-depth understanding of the candidate's communication, management and leadership style through our conversational interviews and provide our Client an interview summary as another tool in the toolbox.

3.1 Executive Summaries

The Project Manager will provide Executive Summaries on the top candidates that will include all of the information we have developed during the search.

3.2 Internet Media

We research and review any information regarding candidates found in a general internet search of public media information to screen for adverse information that may affect employment. Due to a broad scope of client policies, interpretations, and various legal requirements throughout the country, we do not include social media checks such as Facebook, Instagram, Twitter, or YouTube in our search. We research and investigate the candidates using various media search engines looking for any questionable items/red flags that need to be considered so there are no surprises.

3.3 References

Verifiable references are generally performed after the selection of the final list of candidates upon request of Client. Professional references give us a great deal of supporting information about the candidates. We look for consistency in remarks and gain insight into how the person is perceived by others in a working environment. These may provide areas to be explored during the final interviews.

3.4 Client Consultation

Consultation with Client and recommendations for final interviews.

Work Scope
Phase 4
Applicable to Full-Service
searches only.

Final Interviews & Negotiations

4.0 Assessments

ADK has certified assessors with years of experience in utilizing a variety of assessments. We conduct a research-validated assessment that offers personalized insights into the candidates' motivations and communication styles. Assessments should not be over-weighted in the overall analysis but are simply one more tool in the toolbox. A full-service search will include DISC assessments for the candidates invited for final interviews. Additional assessments are available for an additional fee.

4.1 Background Checks (Optional)

Many clients prefer to do their own background checks or may have their own regulatory requirements to perform a background check when someone is being hired. There are some states, cities, and counties that have passed regulations prohibiting background checks until someone is selected for a position. At Client's request, ADK will perform background checks (credit, criminal, education, and motor vehicle) through our third party provider (ISP) for an additional fee. See compensation section for details.

4.2 Final Interviews

ADK has years of experience in assisting and conducting final interviews for our clients. We will collaborate with the Client to assist in the final interview process commensurate with Client's established processes and preferences. We can assist in helping to plan and be a part of the interview process, prepare the hiring manager for the interviews, handle the logistics for the candidates, and provide specific targeted questions to be used by Client, as needed and requested.

4.4 Negotiations and Close-out

Negotiations and hiring assistance are natural for us. While some clients prefer to do their own negotiations, we always offer assistance upon request from our clients for all of our searches. This service is as simple as consulting on terms of the offer to providing full negotiations through an acceptance of an offer between the Client and the selected candidate.

Compensation

ADK Professional Fees are for **RETAINED SERVICES**

Full-Service...\$39,900.00

Included:

- Visits to Client location (not including travel expenses)
- Phase 1: Candidate Pool Development
- Phase 2: Screening Levels 1 and 2
- Phase 3: Screening Level 3
- Phase 4: Interviews and Negotiations
- Consultation and communication with Client throughout process
- Placement Guarantee as outlined on Page 16

Installments for **Full-Service** searches are based on anticipated midpoint for two installments:
Installment 1: One-third billed immediately and due upon recruitment brochure posting.
Installment 2: One-third due 30 days after recruitment brochure posting.
Installment 3: Remaining due after contract completion.

HR Assist...\$22,600.00

Included:

- Phase 1: Candidate Pool Development
- Phase 2: Screening Level 1
- Phase 2: Screening Level 2
- Consultation and communication with Client throughout process
- Consultation and recommendations for Short List or Finalists

Installments for **HR Assist** searches are based on anticipated midpoint for two installments:
Installment 1: 40% billed immediately and due upon recruitment brochure posting.
Installment 2: 40% due 30 days after recruitment brochure posting date.
Installment 3: Remaining due after contract completion.

This pricing structure is valid for 90 days from the date of this proposal. Optional add-on services are offered for additional fees if requested.

Terms: Net 30 days. Late fees accrue on payments that are over 30 days late at 1.5% per month.

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Compensation (Continued)

Options:

If Client desires that ADK perform additional services, we will provide a quote to you for any additions to the Work Scope you may need or bill on a time and material basis at our rate of \$150.00 per hour. Multiple searches performed under the same contract qualify for a discount. Contact ADK for more information.

Background checks are optional. Background checks are performed by our 3rd party provider, ISP Pro Mesa. Checks include criminal, credit, education, and motor vehicle checks. Checks normally take 3-5 business days to complete after receipt of consent from candidate. Background checks can be provided at \$300.00 per candidate upon request from Client.

Additional Recruitments:

Any additional staff placements by Client that occurs within 12 months of a placement whereby the candidate was identified in this specific recruitment process, shall incur an additional fee of \$10,000.00 for Full-Service searches and \$7,000.00 for HR Assist searches.

Travel Expenses:

The professional fees above do not include any travel related expenses. With client's approval, ADK's Search Manager will travel to client's location as part of the search process. Client will be invoiced for applicable travel expenses at cost. For an HR Assist search, an additional fee would be incurred for the Search Manager's time.

Compensation Parameters:

- We do not add *any* overhead fees to the fees described above.
- This is not a contingency search. ADK's fees are consistent with the standards of the retained search profession.
- ADK is due full payment of the professional fee above regardless of the source of the candidate chosen by Client to fill the position.
- Out-of-pocket expenses, as approved and requested by Client in writing, for ADK travel, lodging, and search committee meeting expenses are billed separately at cost.
- There is no charge for video recordings.
- We do not charge an additional fee for administrative and clerical support, teleconferencing, office copies, and computer/telephone usage.
- We do charge, at cost, for reproduction, binding, and courier services if requested by Client.
- All deliverables are provided to Client at no cost electronically.
- Reimbursement of candidate travel expenses *is the responsibility of Client*.

FAQs

➔ Do you have a Placement Guarantee?

Yes, for **Full-Service** searches only. We stand behind our full-service searches with a powerful, but remarkably simple, guarantee. Should a candidate leave (except for health related issues) or be terminated for cause¹ (with supporting documentation such as a termination letter) within the first year after they begin their new position, we will conduct another search to replace the individual at:

- No charge if departure is within the first 4 months;
- 30% of the professional fee paid for the initial search within 5-8 months of start date; or
- 60% of the professional fee paid for the initial search within 9-12 months of start date.
- Any travel related expenses approved by Client under the guarantee, would be additional.

¹For cause: Generally considered as intentional acts of fraud, embezzlement, theft, or material violation of law that occurs within the course of employment; intentional damage to organization assets; intentional disclosure of organization confidential information; intentional breach of organization policies; willful conduct injurious to the organization, monetary or otherwise; and/or willful breach of employee's obligations.

➔ Who will be my point of contact and the person responsible for my search?

The Primary Search Manager for overall project oversight and direct responsibility for the search process will be designated, in writing, at the time of a notice to proceed on the contract is received. Doug Kuelpman, President & CEO, will be your contact for contracting, financial relationships, and issues that may present themselves extending beyond the Project Manager level. Client has the right to approve any proposed placement or replacement of the Primary Search Manager upon request.

➔ What does Contract Completion mean?

Contract completion means a job offer has been communicated to and accepted by the selected finalist for either type of executive search.

FAQs

➤ How long will it take to complete the contract?

The posting of the recruitment brochure is the “official kick-off” of the search for the timeline. The time to develop the brochure depends on how quickly the client furnishes the necessary information. Once the brochure is posted, a firm timetable can be provided by ADK for the various phases of the Scope of Work. Variables to be considered for the search schedule include the type of search selected, the process for Client to confirm and approve the recommended candidates, the establishment of the final interview dates, and the actual interview process itself. Holidays, vacations and conference schedules need to be considered as well. Relocation time for the selected candidate also needs to be considered. It is difficult to provide a firm timeline before we have the opportunity to discuss the various process items with our client.

A typical timeline for our searches is listed below.

- **Full-Service:** 2.5 - 3.0 months from brochure posting to selection.
- **HR Assist:** 1.5 - 2 months from brochure posting to completion of Phase 2 - Screening Level 2.9

➤ When does the search “officially” begin?

At the receipt of a Notice to Proceed (NTP). A typical NTP would be in the form of a Purchase Order referencing this proposal, a simple Services Agreement for execution (ADK has one client can use), or a Professional Services Agreement supplied by Client. Any of these will be our “Notice to Proceed”.

➤ What are best practices to attract and maintain a strong candidate pool?

Understanding the desired ideal candidate background, level of enthusiasm and traits that fit the culture of the organization are key to develop thoughtful strategies for outreach to develop a strong candidate. Keeping candidates updated on their status on a timely basis is extremely important to maintain the candidate pool. Candidates appreciate being informed and treated with respect and not being left in the dark. They often have other options that we are not aware of and keeping them apprised helps them make better decisions and have a more positive attitude about ADK and our client. Our Clients’ reputations are as important as our own.

Company Address Contact Information

Business Address:

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*Thank you for your consideration!
We look forward to hearing from you.*