



**City of Norcross  
Human Resources Department**

**Request for Proposals  
CITY MANAGER EXECUTIVE  
SEARCH SERVICES  
RFP HR 26-06**

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Human Resources Department**

**Request for Proposals  
CITY MANAGER EXECUTIVE SEARCH SERVICES  
RFP HR 26-06**

The City of Norcross is soliciting competitive sealed proposals from qualified executive search services firms and consultants to manage the recruitment process for the position of City Manager. Interested firms should have experience in municipal executive search services. The selected firm shall provide a comprehensive recruitment and hiring services scope which includes the identification, vetting, and recruitment of a diverse pool of highly qualified candidates who possess the strategic vision and administrative expertise necessary to lead the City's departments and offices.

The proposal package should be clearly marked "**RFP HR 26-06– CITY MANAGER EXECUTIVE SEARCH SERVICES**" on its face and submitted by **5:00 p.m. (EST) on March 17, 2026**, to the address below. Please submit two printed copies and one electronic copy (USB) of your RFP package to:

Charlene Marsh  
Procurement & Capital Projects Manager  
City of Norcross Public Works Department  
345 Lively Avenue  
Norcross, GA 30071

*Both printed and electronic copies must contain the same information. Return address must be clearly marked on the outside of the proposal packet.*

There will not be a pre-proposal meeting for this solicitation.

Please submit questions/requests via **e-mail only** to [procurement@norcrossga.net](mailto:procurement@norcrossga.net) by **5:00 p.m. (EST) on March 10, 2026**. Questions and answers will be posted in an addendum on the [City Website](#).

No proposal will be received or accepted after the above specified date and time. Submissions received after the designated date and time will be deemed invalid and returned unopened to the firm.

No proposal may be withdrawn within thirty (30) days after the proposal deadline. Requests for withdrawals must be submitted in writing. All proposals shall remain firm for 90 days after the submission deadline.

## **TITLE VI ASSURANCE**

The City of Norcross, in accordance with Title VI of the Civil Rights Act of 1964, 78 Stat. 252, 42 U.S.C. 2000d to 2000d-4 and Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Nondiscrimination in Federally-assisted programs of the Department of Transportation issued pursuant to such Act, hereby notifies all Bidders that it will affirmatively ensure that in any contract entered into pursuant to this advertisement, disadvantaged business enterprises as defined at 49 CFR Part 23 will be afforded full opportunity to submit Proposals in response to this invitation and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award.

## **INTRODUCTION**

The City of Norcross is soliciting competitive sealed proposals from qualified executive search services firms and consultants to manage the recruitment process for the position of City Manager. Interested firms should have experience in municipal executive search services. The selected firm shall provide a comprehensive recruitment and hiring services scope which includes the identification, vetting, and recruitment of a diverse pool of highly qualified candidates who possess the strategic vision and administrative expertise necessary to lead the City's departments and offices.

## **BACKGROUND**

The City of Norcross, the second city in Gwinnett County, is home to over 18,000 residents. The Norcross City Government, led by the Mayor and five council members, strives to provide its residents with a high-quality lifestyle by promoting diversity and inclusion, providing the city with efficient power and utilities, driving economic growth and maintaining sustainable, vibrant public spaces within the community. The City Manager is responsible for managing the daily operations, directing and supervising the administration of 12 departments. The City has approximately 138 full-time and 4 part-time employees. There are no bargaining unit employees employed by the City of Norcross Government.

## **SCOPE OF WORK**

The selected consulting firm will be expected to accomplish the following:

### **Planning & Development**

1. Conduct a robust engagement process with the Mayor & Council and staff to clarify and develop a candidate profile that meets the City's desired qualifications, skills, and experience.
2. Using the agreed-upon candidate profile, the firm shall recommend to the Mayor & Council a salary range for the position, an advertising plan to attract a diverse pool of qualified candidates, and a timetable for the recruitment.

### **Recruitment**

3. Advertise the position nationwide to attract a diverse pool of qualified candidates.
4. Take receipt of all resumes and other applicable documents from candidates.
5. Conduct in-depth reviews of candidates' credentials using criteria established from a stakeholder meeting/hearing, including the Council and interested members of our community.

### **Selection & Recommendation**

6. Select the most qualified, skilled, and articulate candidates for the Council to review and provide a written report summarizing results and the identification of up to ten candidates for consideration.
7. Arrange for and/or conduct finalist(s) professional background investigation(s).
8. Advise the Council on interview strategies, techniques, questions, etc., as needed.
9. Assist with employment negotiations if requested or as deemed necessary.
10. Disclose any previous relationships between the firm and all candidates being considered.

## **SUBMISSION REQUIREMENTS**

The City of Norcross requires two paper copies and one digital (USB) copy of the proposal. All copies must contain the same information. The cost proposal shall be submitted in a separate envelope. *Failure to include any of the requirements will render the submission non-responsive.*

### **1. Cover Letter**

Proposals should include a cover letter introducing the company and its experience with similar projects. This letter should summarize why the firm is interested in the project.

### **2. Qualifications Questionnaire**

The questionnaire (**Appendix A**) should be completed *in its entirety*. Requested information includes firm details, experience, and project approach.

### **3. Work Samples**

A minimum of 3 sample work products must be submitted. This includes but is not limited to recruitment materials, candidate questionnaires, previous work plans, and/or template for the presentation of applicant resumes to the Mayor & Council

### **4. References**

Submission may be accompanied by a reference form containing at least 4 references (**Appendix B**) OR 3 letters of reference. References must be for projects of similar size and scope.

### **5. Cost Proposal Form**

Cost proposal form (**Appendix C**) and must be submitted in a sealed envelope. The cost proposal must include the flat fee for full completion of the scope of work detailed above and hourly rates for any additional project components that may be requested by City leadership. Any costs incurred by consulting firms in preparing or submitting their proposal are the firm's sole responsibility.

### **6. Non-Collusion Form**

Attached as **Appendix D**

### **7. Acknowledgement of Addenda Form**

Attached as **Appendix E**

### **8. Certificate of Liability Insurance**

Insurance requirements detailed in "General Conditions" section.

### **9. E-Verify Contractor & SAVE Affidavits (with required documentation)**

Required E-Verify and SAVE affidavits are included as supplemental documents and must be downloaded.

## EVALUATION METHOD AND CRITERIA

<b>Evaluation Criteria</b>	<b>Max Score</b>
Experience & Qualifications	30
Proposed Approach & Timeline	25
References	15
Cost Proposal	25
Local Firm Credit	5
<b>Total</b>	<b>105</b>

The proposal evaluation will be made on the following criteria:

**Experience & Qualifications** – Experience and qualifications of the team personnel, as demonstrated by resumes, organizational chart, and other information provided. Experience of the firm in executing successful executive recruitments for municipal governments.

**Proposed Approach & Timeline** – Evidence of thorough understanding of the project scope, quality and detail of the proposed approaches to the completion of the required tasks. Evidence of team’s capacity and availability to provide the proposed services in a timely fashion. Evidence of ease of use and security.

**References** – Quality and relevance of references, as well as responsiveness of references contacted by City staff.

**Local Firm**—Businesses with a current and valid City of Norcross Business License shall receive a ‘local firm’ credit of 5 points added to their technical (pre-cost proposal) score. Businesses with a valid business license within the boundaries of Gwinnett County or another Gwinnett County city will receive a credit of 2.5 points.

**Cost Proposal**— The cost proposal will not factor into the committee’s evaluation of the technical proposal. Scores will be determined by weights assigned based on proposed cost.

*The City of Norcross reserves the right to interview top-scoring firms.*

## RESTRICTIONS ON COMMUNICATIONS WITH STAFF

All questions about this RFP should include the company name and the referenced RFP section in the following format:

Company Name  
1. Question  
Citation of relevant section of the RFP  
2. Question  
Citation of relevant section of the RFP

## SCHEDULE OF EVENTS

Release of RFP	March 2, 2026, at 4:00 p.m. (EST)
Deadline for Written Questions	March 10, 2026, at 5:00 p.m. (EST)
Proposals Due	March 17, 2026, at 5:00 p.m. (EST)
Proposal Evaluation & Firm Interviews	March through April 2026
Contract Award	<i>Tentatively May2026</i>

## GENERAL CONDITIONS

Proposers are advised to thoroughly understand the general conditions and special provisions prior to submitting their proposals.

### I. QUALIFICATIONS

- A. Proposals will be considered only from experienced and well-equipped Vendor(s) engaged in work of this type and magnitude.
- B. Proposers may be required to submit evidence setting forth qualifications which entitle their company for consideration as a responsible Vendor. A list of work of similar character successfully completed within the last five years may be required, which lists the location, size, and scope for use on this work. Before accepting any proposals, the City may require evidence of the Vendor's financial ability to successfully perform the work to be accomplished under the contract.
- C. Proposers must provide their own materials for this contract.
- D. Liability Insurance: During the term of the Agreement, Contractor shall, as its sole expense, secure and maintain in-force policies of insurance of the following types:
  1. Workers' compensation coverage in accordance with the statutory requirements of the jurisdiction in which Services are to be performed.
  2. Employer's liability insurance with a minimum of \$250,000.
  3. Comprehensive General Liability Insurance, subject to a limit for bodily injury and property damage combined at least \$1,000,000 aggregate.
  4. Automobile liability insurance subject to a limit for bodily injury and property damage combined, of at least \$1,000,000 per occurrence.
- E. Contractor shall furnish Client Certificates of Insurance evidencing the insurance coverages required. The certificates shall stipulate that should any of the above insurance policies be cancelled before the termination of this

agreement, the issuing company will endeavor to mail thirty (30) days' written notice to Client.

## **II. AUTHORITY TO SIGN**

- A. Proposers must ensure that the legal proper name of their firm and/or corporation is printed or typed as appropriate on all documents.

## **III. RIGHTS RESERVED**

- A. The City of Norcross reserves the right to reject any or all proposals, to waive informalities or to re-advertise. It is understood that all proposals are made subject to this agreement, and that City of Norcross reserves the right to decide which proposal(s) it deems the most qualified. In arriving at this decision, full consideration will be given to the experience and qualifications of the Proposer, work of this type successfully completed and past performance with the City of Norcross.
- B. Proposers are advised to examine the site(s) of the proposed work, as are necessary, to familiarize themselves with location conditions, which may affect the proposed work. Proposers are also advised to fully inform themselves regarding conditions under which the work will be performed. The City of Norcross will not be responsible for the Proposer's errors or misjudgment, nor for any information on location conditions or general laws and regulations.
- C. Latest Financial Statements, certified audit, if available, prepared by an independent certified public accountant, or other financial documents or reporting *may* be requested by City. If requested, such statements must be provided within five (5) business days, or the proposal will be rejected.
- D. Any unauthorized additions, conditions, limitations, or provisions attached to the Proposal shall render it informal and may be cause for rejection.

## **IV. AWARD OF CONTRACT**

- A. The contract will be awarded to the most qualified firm whose proposal will provide the best value and be the most advantageous to the City, experience, technical considerations, cost, and other factors considered. The City is to make the determination.
- B. Prior to award of the Contract, the successful Proposer will be required to submit a schedule to the City, demonstrating the Proposer's ability to commence and proceed in a timely manner. A Proposer's failure to demonstrate the ability to proceed as required may result in contract cancellation.

- C. Failure to demonstrate the ability for contract execution and progression will result in, at the City's discretion, contract cancellation or re-advertising of any and/or all these contracts.
- D. Prior to execution of a Contract, a Utility Coordination Meeting may be required between Vendor(s), utility agencies and City of Norcross Public Works to ensure clarity and commitments concerning inter-related work schedules.

**V. PRODUCTION REQUIREMENTS**

- A. Time is of the utmost importance of this project. The successful Proposer will be required to commence work within ten (10) calendar days from the receipt of the Notice to Proceed and must carry on with utmost diligence to complete the work according to the specifications in the RFP.

**VI. LOCATION AND SITE(S)**

- A. All work is within City limits of the City of Norcross, Georgia.
- B. The Vendor shall accept the site(s) in its present condition and carry out all work in accordance with the requirements of the specifications as indicated in this RFP.
- C. The Vendor is responsible for the location of above and below ground utilities and structures, which may be affected by the work.

**VII. NON-COLLUSION**

- A. Vendor(s), by submitting a proposal, certify that the accompanying proposal is not the result of, or affected by, any unlawful act of collusion with any other person or company engaged in the same line of business or commerce, or any other fraudulent act punishable under Georgia or United States law.

**VIII. MATERIALS**

- A. Unless otherwise specified in the Contract, Vendor shall provide and assume full responsibility for all services, materials, equipment, labor, and all other facilities and incidentals necessary for the completion of the Work.
- B. All materials and equipment incorporated into the work shall be of good quality, except as otherwise provided in the Contract. All special warranties and guarantees required by the Specifications shall expressly run to the benefit of the City.

**IX. CONTRACT REQUIREMENTS**

The successful Vendor is required to do the following within ten (10) days of Notice:

- A. Return to the City contract documents executed by the authorized representative attested by the corporate secretary treasurer.
- B. Provide Insurance Certificates as specified in the RFP documents.
- C. Failure to execute the Contract or furnish satisfactory proof of carriage of the insurance required within ten days after the date of Notice of Award of the Contract may be just cause for the annulment of the award and for the forfeiture of the RFP guaranty of City of Norcross, not as a penalty, but as liquidation of damages sustained. At the discretion of the City, the award may then be made to the next most qualified Vendor, or the work may be re-advertised or constructed by City forces.

**X. SCHEDULE**

- A. Schedule: The Vendor shall provide to the City a schedule of activities to the Human Resources Director at [camille.washington@norcrossga.net](mailto:camille.washington@norcrossga.net). The schedule must be presented at least seven (7) days prior to work commencing.

**APPENDIX A**  
**RFP HR 26-06**  
**QUESTIONNAIRE**

All questions must be answered. Information given must be clear and comprehensive.

**ABOUT THE FIRM**

1. Name of Proposer
2. Permanent main office address, email address, & pertinent contact numbers
3. How long (years) has your firm been in business under your present name; also, state names and dates of previous firm names, if any; where organized?
4. List previous relationships between employees, the firm, and members of the Mayor & Council or City of Norcross staff;

**EXPERIENCE**

1. Attach a list of 3-5 executive recruitments (City/County Manager or Administrator) completed in the last 3 years.
2. Contracts on hand (schedule – showing gross amount of each contract and the approximate anticipated dates of completion).
3. Have you ever failed to complete any work awarded to you, if so, where, and why?
4. Have you ever defaulted on a Contract, if so, where, and why?
5. Have you ever failed to complete a project in the time allotment according to the Contract documents, if so, where, and why?
6. How long do you warrant a project?
7. Does your professional liability insurance coverage extend past the completion date and warrant of any project? If yes, for how long?

**APPROACH**

1. Detail the proposed schedule and project phases from recruitment profile development through recommendation of candidates.
2. Describe the proposed project personnel with job titles, responsibilities, and resumes attached.
3. Describe the firm's approaches for unsuccessful recruitments and premature dismissals for cause or resignation of the identified candidate.

**APPENDIX B**  
**RFP HR 26-06**  
**REFERENCES**

*Please provide accurate information and inform your references that the City of Norcross will follow up to perform reference checks. It will affect your scores if we are not able to contact your references, or they do not respond in time.*

**The City of Norcross will not serve as a reference, in the event that your Company worked with the City of Norcross previously.**

Alternatively, Proposers are welcome to provide three (3) reference letters where they provided the same or similar services. Reference letters must be on official letterhead and signed by the point of contact of the agency where the service was performed.

**References for \_\_\_\_\_**

Please provide a list of contact numbers, addresses and a contact person for at least four (4) projects completed (or in progress) having a similar specification and scope of work.

**City of Norcross requests a minimum of four (4) references where work of a similar size and scope has been completed (or in progress).**

Company Name: \_\_\_\_\_  
Description of Project: \_\_\_\_\_  
Completion Date: \_\_\_\_\_  
Contact Person: \_\_\_\_\_  
Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_  
Email address: \_\_\_\_\_

Company Name: \_\_\_\_\_  
Description of Project: \_\_\_\_\_  
Completion Date: \_\_\_\_\_  
Contact Person: \_\_\_\_\_  
Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_  
Email address: \_\_\_\_\_

Company Name: \_\_\_\_\_  
Description of Project: \_\_\_\_\_  
Completion Date: \_\_\_\_\_  
Contact Person: \_\_\_\_\_  
Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_  
Email address: \_\_\_\_\_

**APPENDIX B**  
**RFP HR 26-06**  
**REFERENCES**

Company Name: \_\_\_\_\_  
Description of Project: \_\_\_\_\_  
Completion Date: \_\_\_\_\_  
Contact Person: \_\_\_\_\_  
Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_  
Email address: \_\_\_\_\_

Company Name: \_\_\_\_\_  
Description of Project: \_\_\_\_\_  
Completion Date: \_\_\_\_\_  
Contact Person: \_\_\_\_\_  
Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_  
Email address: \_\_\_\_\_

Company Name: \_\_\_\_\_  
Description of Project: \_\_\_\_\_  
Completion Date: \_\_\_\_\_  
Contact Person: \_\_\_\_\_  
Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_  
Email address: \_\_\_\_\_



**APPENDIX C**  
**RFP HR 26-06**  
**COST PROPOSAL FORM**

PROPOSER, in compliance with the Request for Proposals associated with this project, having examined the Specifications with related documents and the site of the proposed work, and being familiar with all of the conditions surrounding the implementation of the proposed project, including the availability of materials and labor, hereby proposes to furnish all labor, materials and supplies, and to implement the project in accordance with the production and contract requirements, within the time set forth therein, and at the price(s) stated above. This price is to cover all expenses including overhead and profit incurred in performing the work required under the contract documents, of which this proposal is a part.

PROPOSER verifies that all information provided in response to this proposal package is truthful and accurate to the best of the Proposer's knowledge and belief.

**This Proposal is submitted to the City of Norcross by:**

**Firm Name:** \_\_\_\_\_

**Authorized Representative:** \_\_\_\_\_

**Signature:** \_\_\_\_\_

**Firm Address:** \_\_\_\_\_

**APPENDIX D**  
**RFP HR 26-06**  
**NON-COLLUSION FORM**

By signing below, I certify that this Proposal is made without prior understanding, agreement, or connection with any corporation, firm, or person submitting a Proposal for same materials, supplies or equipment, and is in all respects fair and without collusion or fraud. I understand that bidding is a violation of State and Federal law and can result in fines, prison sentences, and civil damage awards. I agree to abide by all conditions of this Proposal and certify that I am authorized to sign this Proposal for the Proposer.

In addition, the selected company will be required to comply with all existing State and Federal laws, including applicable equal opportunity employment provisions. The Contract between the company and the City shall be construed and governed in accordance with the law of the State of Georgia and the City of Norcross. The company, at its own expense, shall secure all occupational and professional licenses and permits necessary for the fulfillment of its obligations under this contract.

It shall be unethical for any City Employee or City Official to transact any business or participate directly or indirectly in a procurement contract when the City Employee or City Official knows; the City Employee or City Official or immediate family of such has a substantial interest pertaining to the procurement contract, except that the purchase of goods and services from businesses, which a member of the city council or other City Employee has a substantial interest is authorized as per O.C.G.A. § 36-1-14, or the procurement contract is awarded pursuant to O.C.G.A. § 45-10-22 and § 45-10-24, or the transaction is excepted from said restrictions by O.C.G.A. § 45-10-25, interpreting such statutes as if they were applicable to a municipality.

**Firm Name:** \_\_\_\_\_

**Authorized Representative:** \_\_\_\_\_

**Signature:** \_\_\_\_\_

**APPENDIX E**  
**RFP HR 26-06**  
**ACKNOWLEDGEMENT OF ADDENDA**

The undersigned hereby acknowledges receipt of the following Addenda:

<u>Addendum Number</u>	<u>Dated</u>	<u>Acknowledge Receipt (initial)</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

**No addenda were received:**

Acknowledged for: \_\_\_\_\_  
(Name of Firm)

\_\_\_\_\_  
Signature of Authorized Representative

\_\_\_\_\_  
Name (Print or Type)

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

**APPENDIX F**  
**RFP HR 26-06**  
**PROPOSAL CHECKLIST**

FIRM NAME: \_\_\_\_\_

PROJECT: \_\_\_\_\_

DATE: \_\_\_\_\_

Please use this checklist to ensure you have properly completed all forms and requirements. *Use of this appendix is not required but highly recommended to ensure responsiveness of proposal.*

\_\_\_\_\_ Two Hard Copies & One Electronic Copy of Proposal Package (*including completed appendices and all required forms*)

**Proposal Package Components:**

- \_\_\_\_\_ Cover Letter
- \_\_\_\_\_ Qualifications Questionnaire
- \_\_\_\_\_ Work Samples
- \_\_\_\_\_ Non-Collusion Form
- \_\_\_\_\_ Cost Proposal Form (in Sealed Envelope)
- \_\_\_\_\_ References Form ***or*** Letters of Reference
- \_\_\_\_\_ Acknowledgement of Addenda Form
- \_\_\_\_\_ Certificate of Liability Insurance
- \_\_\_\_\_ [E-Verify Contractor & SAVE Affidavits](#) (with secure and verifiable document)

**Mail or deliver to:**

City of Norcross Public Works Department  
345 Lively Avenue  
Norcross, GA 30071

Attn: Charlene Marsh, Procurement and Capital Projects Manager  
RFP HR 26-06 – CITY MANAGER EXECUTIVE SEARCH SERVICES