



**TO:** Board of Directors  
Parkfairfax Condominium UOA

**FROM:** Michael A. Feltenberger, CMCA®, AMS®, PCAM®  
Senior Vice President, Barkan Management

**DATE:** September 1, 2021

**RE:** General Manager Search Proposal

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Barkan Management is prepared to assist the Board in identifying potential candidates to become the Association's new General Manager. As you are aware, Barkan is a full-service management firm. In this capacity, one of our primary functions is identifying and hiring the industry's most qualified management staff. To this end, 75% of Barkan's General Managers either possess a Professional Community Association Manager (PCAM®) designation or are candidates to receive this important designation in the next 12-months. Most recently, we placed a General Manager at 100 Harborview Drive Condominium with 15-years' experience" with a PCAM® designation.

Barkan Management is prepared to provide the following services to assist the Association in identifying the next General Manager:

- Initial meeting with Board (by Zoom or in person) to discuss the needs of the Association and the expectations of the Board. This meeting will also be used to set a salary range necessary to attract the most qualified candidates.
- Review the existing job description, status of current projects and other relevant information related to the General Manager position to determine to appropriate candidates to present to the Board for consideration. To the extent we believe the job description should be modified, we will make the appropriate recommendation(s).
- Identify no fewer than three (3) potential candidates for Board consideration. Each candidate will have a minimum of ten-years' experience and possess, at a minimum, a PCAM® designation from Community Association's Institute or a CPM® designation from the Institute of Real Estate Management. Candidates who do not possess a PCAM® or CPM® designation may be considered on a case-by-case basis based on relative experience.
- Conduct initial interviews and reference checks for all candidates prior to scheduling interview(s) with Board.



- Candidate packages will be provided the Board one week prior to the scheduled interviews. A cover memo will also be provided which outlines the perceived strengths and weaknesses of each candidate. Candidate packages include, at a minimum, the following:
  1. Cover Letter
  2. Resume
  3. Predictive Index Results (sample enclosed)
  4. Two writing samples
  5. Sample budget
  6. Salary requirements
  7. Results of Reference/Background checks
- Attend, and participate in Board interviews. Participate in discussions with the Board regarding candidate selection and terms of employment offer.
- Present formal offer of employment to the selected candidate.
- Once hired, Barkan will work with the new General Manager during his/her initial 90-day probationary period and will provide the Board with feedback to aide in the drafting of the General Manager's 90-day review.

Barkan's typical fee for providing the above referenced services is 20% of the employee's first-year base salary. When I discussed this with Mark Miller, I offered to lower our fee to 17% of the employee's first-year base salary. Because of our relationship with Parkfairfax, we propose that our fee be 17% or \$15K—whichever is less.

I trust we have provided you with a glimpse into our process. Our success as a company through the years is largely the result of our ability to identify, attract, hire and retain the brightest minds the industry has to offer. We will bring that same commitment to this search.

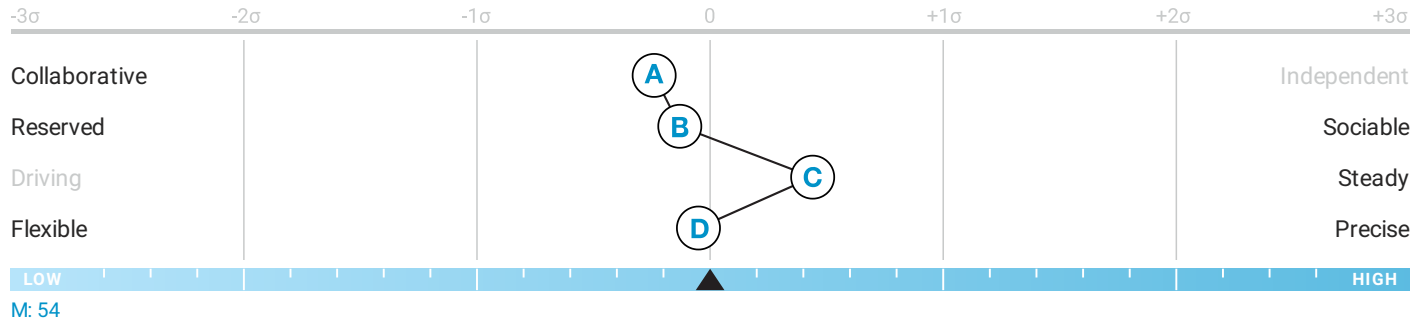


**Barkan**  
Operator

at

*An Operator is a patient, conscientious, relaxed and cooperative team worker.*

## Behavioral



### C Patience

#### Steady

Is moderately...

Agreeable  
Patient  
Stable

Needs some...

Long-term affiliation  
Ability to work at a steady pace  
Familiar surroundings

### A Dominance

#### Collaborative

Is moderately...

Cooperative  
Accepting of company policies  
Accommodating

Needs some...

Encouragement  
Reassurance  
Harmony

### B Extraversion

#### Reserved

Is moderately...

Outgoing and Introspective  
People oriented and Matter-of-fact  
Persuasive and Analytical

Needs some...

Balance of: Opportunities to interact and Opportunities to reflect  
Social acceptance and Room for introspection  
Opportunities to influence and Freedom from office politics

### D Formality

#### Flexible

Is moderately...

Serious and Informal  
Diligent and Tolerant of uncertainty  
Reserved and Flexible

Needs some...

Balance of: Understanding of rules and regulations and Freedom from rigid structure  
Specific knowledge of the job and Freedom of expression  
Freedom from risk of error and Opportunities to delegate details

### C over A

#### Responsive

Consistent with repetitive work  
Cooperative with others  
Tolerant

### C over B

#### Takes time to connect

Patient  
Calm  
Easygoing

### C over D

#### Casual with rules

Patient  
Stable  
Easygoing

### A = B

#### Task- or people-oriented

Situationally task- or people-oriented

### A = D

#### Comfortable or cautious with risk

Situationally comfortable or cautious with risk

### B = D

#### Formal or informal

Situationally formal or informal

This Personal Development Chart provides you with actionable insights based on your behavioral drives as measured by The Predictive Index. The Chart includes a description of your natural Strengths and respective Caution areas to consider. The Self-Coaching Tips provided can help you balance your most naturally occurring behavioral style in a variety of situations.

## DOMINANCE (A) - The need to control

EXTREMELY		VERY		MODERATELY		MODERATELY		VERY		EXTREMELY					
<b>STRENGTHS</b>				<b>CAUTIONS</b>				<b>STRENGTHS</b>				<b>CAUTIONS</b>			
<ul style="list-style-type: none"><li>· Understanding and collaborative</li><li>· Accepting of others' decisions</li><li>· Supportive management style</li><li>· Interested in team welfare and development</li></ul>				<ul style="list-style-type: none"><li>· May shy away from tough conversations</li><li>· May have difficulty making unpopular decisions</li><li>· May be seen as too cautious or not strategic enough</li></ul>				<ul style="list-style-type: none"><li>· Drives change and challenges status quo</li><li>· Seeks to lead and have an impact</li><li>· Innovative, self-motivated</li><li>· Able to think "big picture"</li></ul>				<ul style="list-style-type: none"><li>· May be seen as overly aggressive</li><li>· May intimidate rather than motivate</li><li>· May have difficulty delegating authority</li><li>· May appear to be tough-minded and directive</li></ul>			
<b>SELF-COACHING TIPS</b>						<b>SELF-COACHING TIPS</b>									
<ul style="list-style-type: none"><li>· Shift your mindset from "I want to go along" to "I want to be fair"</li><li>· Stand your ground when you know you're correct</li><li>· Come to situations and meetings prepared to contribute</li></ul>						<ul style="list-style-type: none"><li>· Actively seek input from multiple sources</li><li>· Practice active listening and allow people to express their opinions or ideas</li><li>· Think before you speak; think of how your message will be received</li></ul>									

## EXTRAVERSION (B) - The need for social interaction

EXTREMELY	VERY	SITUATIONALLY B	VERY	EXTREMELY
<b>STRENGTHS</b> <ul style="list-style-type: none"><li>· Creative, problem solver</li><li>· Data driven, analytical</li><li>· Thoughtful approach to communicating information</li><li>· Reflective and introspective</li><li>· Anticipates problems</li></ul>		<b>CAUTIONS</b> <ul style="list-style-type: none"><li>· May be slow to trust and reluctant to share until comfortable</li><li>· Communication may be pointed or minimalist</li><li>· May appear overly task-focused or remote</li></ul>		
<b>SELF-COACHING TIPS</b> <ul style="list-style-type: none"><li>· Give presentations in your area of expertise</li><li>· Initiate conversations or schedule time to speak with others</li><li>· Create processes that encourage communication</li></ul>				
		<b>STRENGTHS</b> <ul style="list-style-type: none"><li>· Motivating, stimulating communicator</li><li>· People-oriented, sociable</li><li>· Builds team cohesion and collaboration</li><li>· Thoughtful delegator</li></ul>		<b>CAUTIONS</b> <ul style="list-style-type: none"><li>· May be too optimistic or overly trusting</li><li>· May prioritize being liked or being the focus of attention</li><li>· May appear overly talkative and superficial</li></ul>
		<b>SELF-COACHING TIPS</b> <ul style="list-style-type: none"><li>· Allow others the opportunity to contribute and influence outcomes</li><li>· Consider how much detail or tangible information is needed when communicating</li><li>· Ask about potential problems or risks</li></ul>		



Operator



**Use responsibly.** People are complex. This PI Insight is a helpful starting point, but there's more to this person and pattern than what's presented here. Contact a PI expert for additional insight.



PI Insights are great, but they're no substitute for the knowledge and hands-on experience gained by attending a PI workshop. Contact your PI Consultant or visit [www.predictiveindex.com](http://www.predictiveindex.com) to learn more.

## PATIENCE (C) - The need for stability

EXTREMELY		VERY		MODERATELY		MODERATELY		VERY		EXTREMELY					
<b>STRENGTHS</b>				<b>CAUTIONS</b>				<b>STRENGTHS</b>				<b>CAUTIONS</b>			
<ul style="list-style-type: none"><li>· Proactive and results-oriented</li><li>· Able to deal with time pressure</li><li>· Able to deal with variety and change</li><li>· Multitasker, able to juggle priorities</li></ul>				<ul style="list-style-type: none"><li>· May appear to be terse; “cut to the chase”</li><li>· May tend to be intolerant of delays especially when impacting results</li><li>· May become frustrated in stagnant environments</li></ul>				<ul style="list-style-type: none"><li>· Calm and stable</li><li>· Thoughtful listener</li><li>· Builds solid group processes</li><li>· Gives people time to process</li></ul>				<ul style="list-style-type: none"><li>· May appear uncomfortable with change</li><li>· May appear to over-analyze situations or be too cautious</li><li>· May have difficulty under time pressure</li><li>· May be too comfortable with the familiar and slow to adopt new ideas</li></ul>			
<b>SELF-COACHING TIPS</b>								<b>SELF-COACHING TIPS</b>							
<ul style="list-style-type: none"><li>· Reflect on situational urgency - does everything need to be done right now?</li><li>· Recognize that people have different paces and manage expectations</li><li>· Honor priorities and see initiatives through to completion</li></ul>								<ul style="list-style-type: none"><li>· Clarify timelines and focus on “when”</li><li>· Manage time wisely - start early and leave time for the unexpected</li><li>· Keep others informed when progress is made</li></ul>							

## FORMALITY (D) - The need to conform

EXTREMELY		VERY		SITUATIONALLY D		VERY		EXTREMELY							
<b>STRENGTHS</b>				<b>CAUTIONS</b>				<b>STRENGTHS</b>				<b>CAUTIONS</b>			
<ul style="list-style-type: none"><li>· Flexible approach to most situations and people</li><li>· Able to delegate details easily</li><li>· Adept at changing organizational needs</li><li>· Deals well with ambiguity</li></ul>				<ul style="list-style-type: none"><li>· May provide limited follow up or attention to detail</li><li>· May not adhere to structure or direction</li><li>· May appear to others as too casual or uninhibited</li></ul>				<ul style="list-style-type: none"><li>· Strong discipline and execution</li><li>· Builds structure and respect for the plan</li><li>· Focuses team on how to get things done right</li><li>· Organized and thorough follow-up</li></ul>				<ul style="list-style-type: none"><li>· May be uncomfortable in ambiguous situations</li><li>· May struggle with situations that call for flexibility</li><li>· May be seen as a perfectionist</li></ul>			
<b>SELF-COACHING TIPS</b>								<b>SELF-COACHING TIPS</b>							
<ul style="list-style-type: none"><li>· Seek data to support your decisions</li><li>· Evaluate decisions from multiple perspectives or partner with someone who can provide a balanced view</li><li>· Respect questions others have about “how” things will be done</li></ul>								<ul style="list-style-type: none"><li>· Learn how to move forward when “enough” information is available</li><li>· Ask yourself: Is it worth this much time?</li><li>· Recognize and respect flexibility shown by others</li></ul>							



Operator



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# Candidate Interview Guide



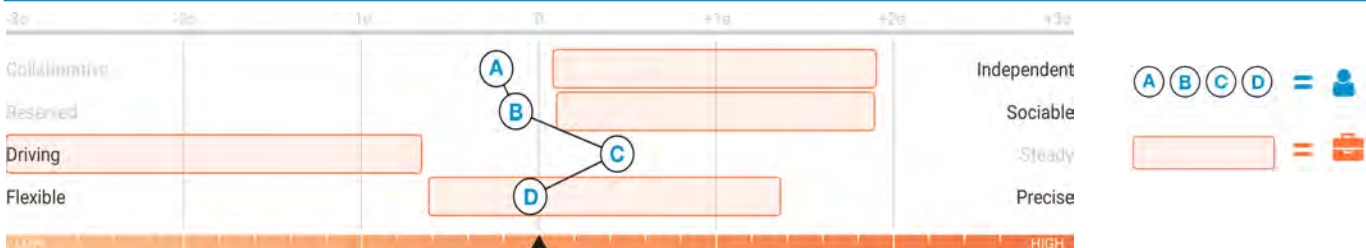
HR Manager at Barkan

## INTERVIEWER'S GUIDE TO USING THIS KIT

The Interview Guide is meant to help interviewers by suggesting questions generated by comparing a candidate's behavioral pattern with the job target for a specific position. These questions are designed to confirm a candidate's behavioral fit with a job target and/or explore areas of difference between the candidate's behavioral pattern and the job target.

The following questions have been generated by The Predictive Index based on \_\_\_\_\_ behavioral drives and needs when compared to the behavioral needs of the job \_\_\_\_\_ has applied for. To learn more about The Predictive Index behavioral interviewing, visit the Interview Playbook at [playbook.predictiveindex.com](https://playbook.predictiveindex.com)

## BEHAVIORAL COMPARISON - CANDIDATE VS JOB



### is a Operator.

An Operator is a patient, conscientious, relaxed and cooperative team worker.

#### Strengths:

Steady, patient, relaxed, warm and approachable

Best with unchanging environment; high tolerance for systematic/repetitive work

Learns by repetition

#### Caution Areas:

May be seen as too cautious and not strategic enough

May appear overly task-focused

May struggle in ambiguous situations

## BEHAVIORAL INTERVIEW QUESTIONS



Area(s) of potential behavioral misalignment with job target. Use these questions to EXPLORE if the candidate can behaviorally adapt to the job.

Tell me about a time when you were required to lead a team or a project.

Describe a situation when you had to initiate something new.

Tell me about an experience when you were required to solve a problem by working closely with others.

Describe a situation when you needed to influence the decision of others.

Describe an experience when you were required to complete a project under a tight deadline.

Describe how you handle multiple objectives simultaneously.



Area(s) of potential behavioral alignment with job target. Use these questions to CONFIRM these behaviors from the candidate.

Describe a situation when you needed to be flexible in your approach.

Share an example of how you react to change.







August 30, 2021

C. Tapscott Buchanan  
Board of Directors  
Parkfairfax Condominium  
3360 Gunston Road  
Alexandria, VA 22302

Mr. Buchanan,

This letter outlines our search agreement for assisting Parkfairfax Condominium (PC) in securing candidates for your **General Manager** position.

With the understanding that Huey Enterprises, Inc. (HEI) will be the only employment industry source permitted to submit candidates, our placement fee will be thirty percent of cash compensation for each hired referral's first year of employment. If a hired referral is later granted additional first year's cash compensation, a placement fee equal to thirty percent of any such cash compensation will be due at that time.

Cash compensation is defined as salary, bonuses, commissions, and other cash earned by a hired referral for first year employment. Fees paid to HEI are non-refundable. No placement fee will be due if PC fills the position with a candidate not identified by HEI.

If a hired referral leaves for cause or without cause during the first four months of employment, we will conduct a search to identify candidates for the same position, with the same reporting relationships and within the same compensation range, for no additional fee. Our replacement search activities will continue, as needed, for up to three months from the referral's last day of employment.

To activate this replacement search guarantee, we must receive our placement fee for starting annual salary, and other set first year's cash compensation, within seven days of the date HEI's referral indicates acceptance of your offer by signing your letter of employment.

If PC hires any HEI referrals made under this search agreement within twelve months of its termination, placement fees as stated in this agreement will be due HEI.

We require a separate engagement fee that is not part of our placement fee. Receipt of a signed copy of this letter, and payment of our attached engagement fee invoice (**No. 21830, see page 2**), commits us to give your assignment priority attention.

Sincerely,



Arthur T. Huey  
President

Signature: \_\_\_\_\_  
Authorized by \_\_\_\_\_ Date \_\_\_\_\_



August 30, 2021

C. Tapscott Buchanan  
Board of Directors  
Parkfairfax Condominium  
3360 Gunston Road  
Alexandria, VA 22302

Terms: Payable at start of assignment\*

Invoice No. 21830

Engagement fee for professional services

\$5,000.00

*\*Delivery by overnight letter to HEI offices (273 Clarkson Executive Park, Ellisville, MO 63011-2173) is recommended to avoid mail delivery problems and expedite the assignment start date.*



# THE BROKEN HIRING PROCESS

COSTING YOU  
TIME, MONEY AND  
YOUR LEGACY

2021



**HUEY**  
ENTERPRISES, Inc.

Executive Search  
Career Advice

# WHAT'S IMPORTANT?

Working in the recruiting industry with top real estate executives for 38+ years, we understand what motivates you. That allows us to make assumptions about what's important. Not all of these are applicable to every single individual, but here are the things that were important to us and that we feel are important to most all executives and hiring managers.

Time

Money

Legacy

Leadership

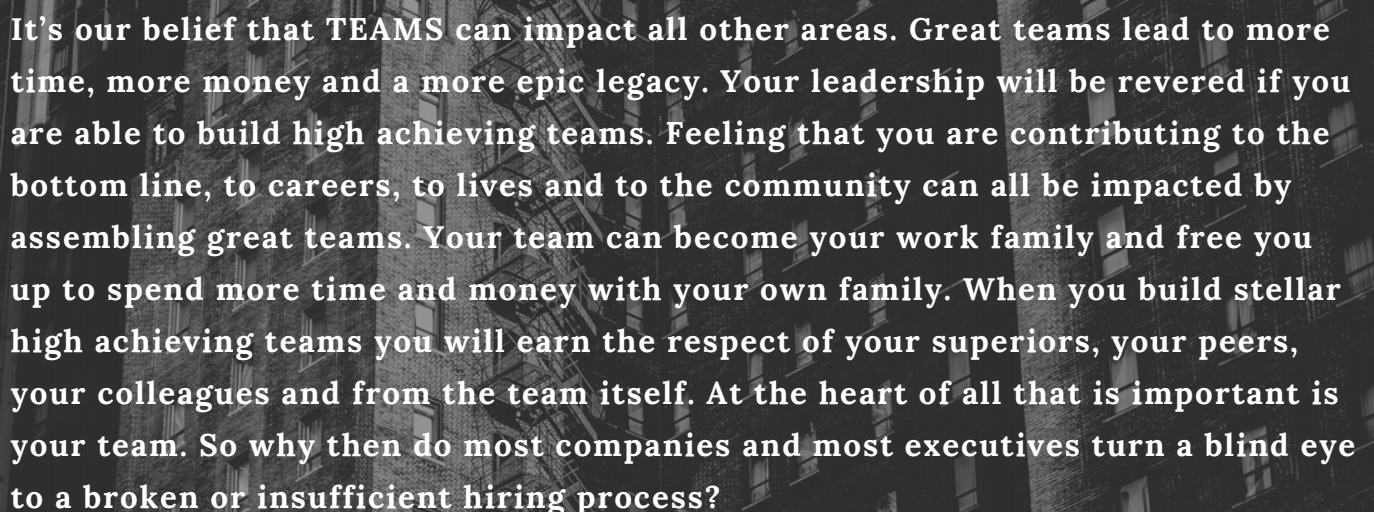
Contribution

Community

Teams

Family

Respect



It's our belief that TEAMS can impact all other areas. Great teams lead to more time, more money and a more epic legacy. Your leadership will be revered if you are able to build high achieving teams. Feeling that you are contributing to the bottom line, to careers, to lives and to the community can all be impacted by assembling great teams. Your team can become your work family and free you up to spend more time and money with your own family. When you build stellar high achieving teams you will earn the respect of your superiors, your peers, your colleagues and from the team itself. At the heart of all that is important is your team. So why then do most companies and most executives turn a blind eye to a broken or insufficient hiring process?

# BROKEN HIRING PROCESS

“People are not your most important asset. The right people are.”

– Jim Collins

An organization's products, services and strategies are only as good as the teams behind them. Teams are made up of individuals. Great teams and in turn great organizations are built one hire at a time. So why then do most companies and most executives turn a blind eye to a broken hiring process? A new coat of paint won't fix the engine.

## UH-OH, WE MESSED UP

You have an opening. A critical role on your team is vacant for one reason or another and the clock is now ticking. You're no dummy, so your first reaction is to look internally and among your close personal network. You've exhausted these avenues and were unable to surface a winner. Simultaneously you have had HR or an internal recruiting department armed with a Premium LinkedIn account and an antiquated job description working on filling the role. Oh, and don't forget posting the job on your website career portal as well as numerous job boards. Resumes flood in. After a number of weeks and an exhaustive number of resumes in the door, the slate of candidates you were given has revealed no viable options and you are still no closer to landing an exceptional team member. They keep sending you resumes that have some of the technical requirements, but not the right experience. It's like the internal recruiters have no understanding of what you are actually looking for and you don't have time to explain it to them. The rest of the team is having to pick up the slack for the vacant role and you yourself are balancing more on your plate than you'd like. Frustration sets in.

Maybe company policy is to use internal resources first (to save money) before opening vacancies to external vendors, but now it's time to try the contingency recruiter route. So you open up the role to a few contingency recruiting firms you've worked with before. Recruiters have to be able to generate better candidates than the job boards, but it's more of the same. You've interviewed a few candidates knowing full well they weren't what you were looking for, but figured they were worth a shot. Ultimately you nixed them from consideration, but you haven't had the time to explain to the recruiters exactly what was wrong with the candidates they sent. In an act of misguided desperation you open up the role to more firms, thinking that more recruiters would equal a larger pool of qualified candidates. At this point the job has been open for a few months. The team is beyond frustrated, your are losing money and the opportunity costs are mounting. Word has gotten around that this is a very difficult search, and recruiters aren't working as hard on your opening because they are focused on the searches where they are seeing more traction. They are working for free, so they will focus on the jobs that look like the quicker route to a payday.



What to do now? The team is exhausted. Rumbblings within the company suggest that your leadership is in question. Numbers are down. Family time is down. Enjoyment and morale are down. How will this affect your legacy? Or even your job security?

There has to be a better way, and there is. A strategic partner that has the ability, the expertise and the track record to deliver what you need and one who guarantees results. If you've ever engaged a truly quality search firm, you know that as a strategic partner in your endeavor to secure your greatest asset, the right people, they can make your life easier, relieve stress and make you (and your company) look like a genius.

**"If you think it's expensive to hire a professional, wait until you hire an amateur." – Red Adair**

## WHAT TO DO NOW?

The recruiting process is simply broken in many companies. Contingency recruiting does not serve the needs of the ones paying. Yes, the recruiters work for free until a qualified applicant is hired- but this is not to your advantage to have 5+ companies battling it out to find your talent. Are they all representing your company well? Are they spending the time to properly qualify people as they race to be the first to get the resume submitted? Quantity over quality starts to emerge.

Internal recruiters are often not given the training and respect they deserve as the front line of your business. Recruiters interact as the face of your company with countless people a day. How do people feel about your company after interacting with them? External agencies are acting on your behalf too - do you know how they are representing you?

The low hanging fruit and the active candidates are rarely the top echelon in that particular field. Your best candidates are currently employed, likely at your competitors. Recruiters have to work very hard to find and entice candidates with new opportunities. Who you partner with should be a thoughtful strategic decision and a valued, trusted partnership. That strategic partner should question, guide and advise you through the recruiting process.

If your team and your people are the most important asset in your business - shouldn't you value the process that discovers them for you? Spend the time to properly train your internal recruiters so they are not just playing a buzz word matching game with resumes and job descriptions. Make sure you are spending time with the internal AND external recruiters to understand the role, the requirements and why the role is needed so that the recruiter can act as an extension of you and your company. Give feedback through the process so the recruiter can recalibrate and zero in on what the best candidate looks like.

For specialized and high level positions, retained/engaged search is a great solution. There is no one size fits all solution for recruiting. Different roles may require different approaches. As the landscape continues to evolve it is only getting more difficult to win the "war for talent." Take a serious look at your hiring process and start there.

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**\*\*There are plenty of good, even great, and effective HR/Internal Recruiting/Talent Acquisition Departments out there.**



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# CONTACT US TODAY

SCOTT HUEY  
636-394-9393 EXT. 102  
SCOTT@HUEY.COM

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To learn more about our capabilities, our process and our mission and how they can affect YOU and YOUR LIFE please email or call today. Hiring is an investment, maybe your most critical investment, so make it with a professional.



**HUEY**  
ENTERPRISES, Inc.

Executive Search  
Career Advice



# OUR TALENT IS FINDING YOURS

Huey Enterprises, Inc. (HEI) is a decorated, global executive search firm that specializes in filling immediate hiring needs for real estate firms. We stress integrity, confidentiality and professionalism in every phase of the placement process. Our mission is to impact the greatest CRE companies by delivering the greatest talent.

Our firm engages with Real Estate executives who have mission critical needs to help them uncover, attract, court and most importantly land top echelon talent in the marketplace. To us, it's only a great fit if both company and candidate will be better off in the long term.



"SCOTT ASSISTED LEVIN MANAGEMENT IN FILLING POSITIONS FOR BOTH A VICE PRESIDENT, CONSTRUCTION & DEVELOPMENT AND A VICE PRESIDENT, LEASING. IN BOTH SEARCHES, HE WAS PERSISTENT, EFFICIENT, HELPFUL AND FINISHED THEM IN A TIMELY MANNER. I WOULD HIGHLY RECOMMEND HUEY ENTERPRISES TO ANY COMPANY THAT HAS AN IMMEDIATE HIRING NEED." - MATTHEW HARDING, CEO, LEVIN MANAGEMENT

"We exclusively retained Huey Enterprises for a role in our Charlotte office. Within a week, Scott and his team were successful in directly recruiting and delivering several candidates that fit our criteria. We had multiple candidates with strong qualifications that were all possible hires. We were able to hire our top choice in a relatively short window and are extremely pleased, and would highly recommend HEI to any firm looking to hiring top quality talent."  
- Andy Lively, Crossman & Company

## WHY US

**Experience** - with a combined 80 years as search experts specializing in the Real Estate sector we have seen the landscape change and have been flexible enough to change with it.

**Persistence** - once we are engaged on a search, we have an extremely high rate of success. We won't stop until we've made the perfect match.  
**Personal Touch** - as a family business, our name is on the door and we take pride in our work and in our relationships.

**Search Process** - we take the time to understand the organization, the hiring team and the actual role (not a job description). We actively pursue candidates in the passive market. Our process ensures the best candidates, not just the best who are actively looking.

**Guarantee** - every search we undertake comes with a replacement guarantee. We are so confident in our process, our research and our ability that we stand behind every candidate we place.





## IMPACT

Over the last 37+ years, we have greatly enhanced the bottom line of over 500 companies by placing over 2,500 key executives in mid-market real estate firms allowing them to dominate their space with outstanding teams.

HEI is small, nimble and able to run circles around the larger executive search firms.

We are ambassadors for talent, people trust us with their most important roles and with their careers.

Recently, we filled a Vice President of Leasing role for a NY REIT that owns 14M sf of Class "A" high rise office space nationwide. Our candidate helped their leasing team lease over 1M square feet of space and generate over \$5M in revenue in one year. After this candidate accepted, he thanked us for thinking of him and said he never would have even considered the role if it weren't for our recruitment and guidance. He was too successful and happy at his previous company to even look at a job ad. It was a smooth, painless hiring process that was a win/win situation for both the company and candidate.



## OUR PROCESS

**Understand** - we look beyond the job descriptions to understand what is truly important to your organization and it's culture. Next we put together a target list of top talent, most of which comes from our extensive network.

**Execute** - we contact the appropriate candidates. As we do this we adhere to your brand image and ensure complete confidentiality.

**Deliver** - we deliver fully vetted candidates that are a match to your requirements.

**Finish** - getting candidates in the door for interviews is only half the battle. We work with you all the way to the end, including negotiation of final offers.

We offer a variety of Retained and Engaged recruiting models. We can deliver a model which is customized for your needs.



## NOTABLE SUCCESS

As the corporate landscape continues to evolve, one constant remains...the need for exceptional talent. At HEI we have been fortunate to partner with great, motivated Real Estate companies on their most mission critical roles. Here is a partial list of critical positions we have been able to fill for our clients.



**Executive Vice President, Leasing**  
**Senior Vice President, General Counsel**  
**Senior Vice President, Capital Markets**



**Vice President, Property Management**



**Director, Client Services**



**Vice President, Development**

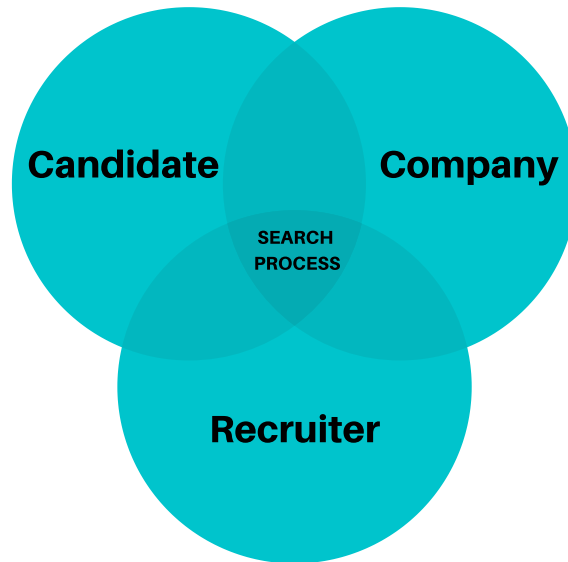


**Director, Development**

We leverage our expansive network to not only locate exceptional talent, but most importantly to help our clients LAND that talent in an extremely competitive marketplace. We look forward to helping you and your company achieve greatness.

# 6 Step Search Process

The search process that we use is important for many reasons and critical for the mutual success of all parties involved. By working a set process we ensure that no stones are left unturned and we can minimize the amount of 11th hour challenges that occur. With commitment to the process we can create a win-win-win situation. Our goal is to work to facilitate a relationship between candidate and client that allows them to make an informed decision as to whether this is the ultimate fit both short and long term for both parties.



## STEP 1: ASSESS ORGANIZATION, DEFINE OBJECTIVES AND POSITION SPECIFICATIONS

- Develop understanding of client's business, corporate culture and leadership
- Through discussion with the Hiring Manager (and HR) - create a position specification that includes all requirements and qualifications, scope of responsibilities, ideal candidate attributes, reporting structure, first year milestones and compensation package

## STEP 2: DEVELOP THE SEARCH STRATEGY

- Determine target source organizations (get feedback from Hiring Manager)
- Discuss the initial known candidates and identify additional candidates who appear to have desired qualifications, including internal candidates as deemed appropriate. Leverage internal database, referrals, LinkedIn and other search methods.
- Review initial candidate list with client and initiate next steps (we always ask the hiring manager if he has anyone in mind for the position)

## STEP 3: RECRUIT, EVALUATE AND PRESENT CANDIDATES

- Perform prescreening and thorough evaluation process
- Candidate engagement involves multiple methods of contact to interest top passive candidates to explore the opportunity with client organization
- Search executive to perform formal interviews with candidates using an evaluation form/candidate data sheet
- Present diverse slate of candidate profiles, resumes and/or CV's to client
- Obtain feedback from client (call the client right after you send over the email regarding a candidate submission to cover verbally why you think they are a great fit and schedule the interview) - feedback from hiring manager needs to occur within 24-48 hours of submission
- Weekly updates are sent (progress report)

## STEP 4: CLIENT AND CANDIDATE INTERVIEWS

- Organize initial interviews between the selected candidates and the client
- Prep the candidate to make sure they are on time, professional and dressed properly
- Prep the client for the interview (they may think they don't need prep, but in reality the search consultant is the one who knows the hot buttons of the candidate and that information is vital for the hiring manager to "sell" the candidate on the company and the opportunity)
- Candidate will call the search consultant to debrief within 30 minutes after the interview
- Client will call search consultant in the agreed upon time frame (need to set expectations with the candidate) to debrief after the interview
- Select final candidates

## STEP 5: SELECTION PROCEDURE

- Conduct final round of interviews
- Discuss the strategy to secure finalist on the behalf of the client
- Check references, verify backgrounds and present data (instruct the client that you would like to do the reference checks but can add any questions he/she would like to the list)
- Negotiate compensation on behalf of the client
- Close remaining client and candidate issues

## STEP 6: CANDIDATE PLACEMENT AND FOLLOW UP

- Search consultant will extend offer to candidate (this is always advisable because if for some reason it doesn't go well there is always the "A" team, meaning the hiring manager)
- Resignation letter and article outlining the psychology of the counteroffer will be provided to the candidate
- Ensure seamless transition, client and candidate satisfaction
- Maintain contact with both the hired candidate and their superior
- Provide continued support and development resources to hired candidate



**HUEY**  
ENTERPRISES, Inc.

Executive Search  
Career Advice

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# HUEY

ENTERPRISES, Inc.

## Executive Search Career Advice

[www.huey.com](http://www.huey.com)

### CAPABILITIES STATEMENT

Huey Enterprises, Inc. is an executive search firm that focuses on executive and professional level positions. Our executives have over 80 years of combined search experience.

As direct recruiters, we have refined methods to secure the best available talent for client companies. We give them access to qualified individuals that are too satisfied with present employment to answer their employment ads or direct inquiries.

Our exposure to thousands of hiring processes enables us to help both clients and candidates avoid mistakes that can cause a hiring process to break down.

#### What We Do Best

- **Research** – the latest techniques are employed to identify and rank potential candidates.
- **Recruiting** – our refined process convinces potential candidates to interview.
- **Client Consulting** – clients use our recommendations to define position duties and responsibilities; make hiring process improvements; change the structure and presentation of offers; and to address the decision to hire.
- **Candidate Consulting** – we encourage candidates to adopt sound interviewing techniques; address their concerns, provide reasons to stay in hiring processes, and accept offers.
- **Assignment Quality** – position criteria are reviewed before we accept an assignment. A company must be economically viable, with industry standing, growth potential, and ability to hire, to attract the quality talent we provide.
- **Direct Recruiting** – delivers results, which allows us to submit more of the most qualified prospects.
- **Our Clients** – real estate, construction, and retail firms have been our main focus. Executive search skills are transferrable, so we also assist companies in other industries.
- **Solve Hiring Problems** - we create value by filling important positions with the right talent.

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**CAGE:** 884Q2

**NAICS:** 561311 561312

**Art Huey**

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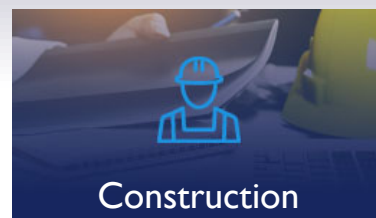
**Fax:** (636) 333-0236

**273 Clarkson Executive Park**

**Ellisville, MO 63011**



**Real Estate**



**Construction**



**Retail**





August 30, 2021

Scott Buchanan  
Parkfairfax UOA  
3360 Gunston Rd  
Alexandria VA 22302

Dear Scott,

I am pleased to submit a proposal to conduct the search for the General Manager for the Parkfairfax UOA.

Since 1974, The McCormick Group ([www.mccormickgroup.com](http://www.mccormickgroup.com)) has collaborated with employers to solve their human capital challenges. With over 8,000 successful placements, we have demonstrated the ability to bring clients the right people for their positions. I am confident that we can work with you to recruit and place the right General Manager for the Parkfairfax UOA.

## **Introduction**

The McCormick Group is a national executive search consulting firm. As the largest independent executive search firm in the Washington, DC, metropolitan area, we respond to our clients' needs for strategic hires from mid-management to the executive suite across all functional disciplines. Clients rely on us as partners to fill their critical needs for talent at all levels. As a result, over 70% of our engagements come from prior and continuing clients.

## **Firm Overview**

The McCormick Group was established to offer companies a comprehensive approach to recruiting top talent. Our firm includes more than 25 search professionals in our office in the Washington, DC, metropolitan area. Our success is based on our method of sourcing the market, the depth and breadth of our expertise, and our belief that the job is only done when there is an optimal fit between employer and candidate.

Our executive recruiters have a keen understanding of their markets. Concentrating on specific industries and disciplines, they bring the added value of their in-depth market knowledge to engagements. Well-cultivated networks enable them to respond quickly and effectively to client requests.

The breadth of our experience also sets us apart. We are expert at identifying and recruiting talented senior executives for top leadership roles. We know, however, that not all key positions are in the executive suite. We place the same premium on filling strategic positions that make the executive suite successful. Consequently, we work closely with our clients to develop customized strategies for recruiting and placing highly qualified candidates for positions from technical professionals and middle management to Chief Executive Officer.

## **Methodology**

Our methodology is at the heart of our ability to produce results. We use a sourcing process that allows us to identify and recruit the most qualified and accomplished candidates. We conduct an exhaustive search – literally scouring the market – for each engagement, rather than depending on advertising, the Internet, or matching requirements to resumes already on file. Our comprehensive approach goes beyond simply identifying prospects. It includes recruiting top candidates, evaluating their qualifications, selling them on the opportunity, and negotiating on behalf of our clients. More than simply filling the position, our methodology places the emphasis on finding the right person for the job and the client.

## **Process**

Our search process begins with a thorough understanding of three important elements: the responsibilities of the position, what the employee needs to accomplish, and how to best present the opportunity to attract the top candidates. The process ends when the right candidate has been hired and a smooth transition to the employer has been achieved. Our comprehensive approach – in which we are involved from beginning to end – is a hallmark of The McCormick Group.

The McCormick Group search process includes the following essential steps:

- Position Development – We work closely with our client to fully develop the opportunity and determine a winning search strategy.
- Market Sourcing – We search the market for candidates identified by their peers as the leaders in their field.
- Candidate Evaluation – We contact and assess the prospective candidates.
- Process Management – We expedite the interview process, gather feedback from both employer and candidate, and provide detailed analysis to determine next steps.
- Compensation Negotiation – We represent our client throughout the negotiation process to produce a fair and acceptable offer.
- Referencing – We conduct final reference checks and verify candidate information.
- On-boarding – We follow up throughout the transition process to ensure that the new hire becomes fully integrated into the organization and is positioned to succeed.



**Timing**

The combination of methodology, specialization, and a nationwide network of contacts enables us to conduct searches in considerably less time than clients anticipate. A comprehensive search within a particular geographic area or industry is usually conducted in a matter of weeks as opposed to months. The length of a project, though, is closely linked to the availability of the principals for candidate selection and discussion throughout the interview and hiring process.

**Fee**

Our fee is 30% of the projected first-year compensation of the individual hired for the position. We receive a good-faith retainer that is one-third of the projected engagement fee. The remainder of the payment is contingent upon successful completion of the search. We do not charge for expenses other than those authorized in advance by the client, such as travel, meals and lodging incurred in the recruitment process by The McCormick Group and/or candidates.

**Guarantee**

Our guarantee reflects our commitment to finding the right person for the job. If an individual we place leaves or is terminated within six months after starting employment, we will credit the entire amount of the fee paid against fees for services rendered in conducting the search to replace the individual.

I will follow up by telephone to discuss next steps. If you have questions or need additional information in the meantime, please call me directly. I look forward to exceeding your expectations on this assignment.

Sincerely,

Adrian Edwards  
Principal  
The McCormick Group

## Adrian Edwards

Principal

703.841.1700 x279  
703.224.1443 (Direct)  
aedwards@tmg-dc.com

Adrian specializes in searches in the heavy construction, commercial construction, and development industries. Clients include medium-to-large construction/engineering companies building highways, bridges, development, and utilities, and commercial construction companies building office, retail, government, and multi-family projects. Adrian brings over 30 years of experience in building and development. This experience, coupled with the expertise he gained as the owner of a building company for 20 years, provides two important benefits – his understanding of the employer's perspective and an extensive network of contacts. His ability to relate to an employer's needs and the access he offers to a large talent pool helps him save clients from unnecessary turnover, time, and expense.



Before joining The McCormick Group, Adrian was a home builder for more than three decades. Career highlights include: \$14 million in sales per year at his company at the top of the market, serving as Vice President of the Northern Virginia Building Industry Association, and his tenure as Chairman of the Custom Builder Council. Adrian received the Custom Builder of the Year award in 2004 and is a two-time recipient of the Building Industry Association President's Award.

Adrian received a Bachelor of Arts degree in Political Science from the University of Virginia. He is Past President of the Kiwanis Club. He enjoys reading and learning about wine. Adrian is originally from Tidewater, VA.

Design & Construction/Property Management