



**CITY OF NOVI CITY COUNCIL  
NOVEMBER 28, 2022**

**SUBJECT:** Discussion and review of executive search firms to conduct City Manager search process and determine next steps.

**SUBMITTING DEPARTMENT:** Human Resources

**BACKGROUND INFORMATION:**

With the announcement of the retirement of City Manager Pete Auger, staff has prepared a Request for Proposals for executive search firms to conduct this important search.

A team of City staff, including Tia Gronlund-Fox, Director of Human Resources, Sheryl Walsh, Director of Communications, Erick Zinser, Director of Public Safety/Police Chief, Jeff Herczeg, Director of DPW, and Rob Petty, Chief Information Officer, were convened to review and discuss the four (4) proposals, and now brings those proposals to City Council for their review, discussion, and action.

The four (4) proposals received include:

- Amy Cell, LLC
- GovHR
- Slavin Management Consultants
- Strategic Government Resources (SGR)

**RECOMMENDED ACTION:**

Discussion and review of executive search firms to conduct City Manager search process and determine next steps.

# MEMORANDUM



**TO:** MAYOR AND CITY COUNCIL  
**CC:** PETE AUGER, CITY MANAGER  
**FROM:** TIA GRONLUND-FOX, DIRECTOR OF HUMAN RESOURCES  
**SUBJECT:** DISCUSSION AND ACTION TO SELECT EXECUTIVE SEARCH FIRM FOR CITY MANAGER RECRUITMENT  
**DATE:** NOVEMBER 21, 2022

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## **BACKGROUND**

City Manager, Pete Auger, submitted his resignation on October 28, 2022; his last day with the City of Novi will be on November 30, 2022.

City Council gave direction for my office to prepare a Request for Proposals (RFPs) for the purpose of selecting a firm to conduct an executive search for a City Manager. The RFP was posted to the City's website as well on the Michigan Intergovernmental Trade Network (MITN) on October 25, 2022, with a due date for proposals of November 14.

The Mayor and City Council named Victor Cardenas, Assistant City Manager, to be Interim City Manager, and approved the Memorandum of Understanding setting forth the details of that assignment at the November 14, 2022, Council Meeting.

## **CITY POLICY**

It is the City's Policy that the Mayor and City Council shall choose the City Manager on the basis of his/her qualifications.

## **REQUEST FOR PROPOSALS**

A team consisting of myself, Sheryl Walsh, Erick Zinser, Jeff Herczeg, and Rob Petty reviewed the four RFPs. These proposals are included for your review and consideration.

Staff now brings forward the Proposals that were received for services to conduct the City Manager Executive Recruitment.

## **DISCUSSION**

The City received a total of four responses to its Request for Proposals. Those received are as follows:

- Amy Cell, LLC
- GovHR
- Slavin Management Consultants
- Strategic Government Resources

The fees of each firm were as follows:

<b>Firm</b>	<b>Fee</b>	<b>Estimated Expenses</b>	<b>Total - Not to Exceed</b>
Amy Cell, LLC * Does not include any assessment cost	\$18,500	\$	\$18,500*
GovHR * Does not include travel expenses	\$19,500	\$4,000	\$23,500*
Slavin Management Consultants	\$15,725	55% of fee	\$24,375.75
Strategic Government Resources (SGR) * Does not include Advertisements	\$18,500	\$6,400	\$24,900*

The staff review committee, as identified above, reviewed each Proposal. The group discussed and considered any knowledge/experience of the firms, references identified, as well as similar searches and/or geographical areas. Focusing on these areas, the ranking is as follows:

1. Slavin Management Consultants
2. Amy Cell, LLC
3. Strategic Government Resources
4. GovHR

The timeline for services ranged from 12-15 weeks, which was consistent across all firms. City Council can expect the process to be completed somewhere around mid-March, depending upon when a firm is selected.

## **SUMMARY OF RECRUITMENT AND SELECTION PROCESS**

Once a firm is selected by City Council, may I offer the following process to consider:

- **Prepare the Recruitment Brochure, Marketing Materials, and Advertising Plan** (A recruitment brochure will be developed based upon the position and organizational needs. Marketing materials will be prepared and may include direct mailing letters and an advertising campaign in professional journals, websites, newsletters, and other appropriate sources.
- **Candidate Outreach** – Traditional advertising and marketing is helpful, but the best candidates are often sought out, and their interest encouraged through direct contact. I believe this may be one of the most important services provided by the executive search firm.
- **Candidate Assessment and Initial Screening** – The consultant will screen applicants to determine if they match the needs of Novi. A consultant will typically interview a number of candidates to narrow the field of candidates prior to the selection of finalists to participate in the oral interview process.
- **Presentation of Finalist Candidates** – The consultant will provide a comprehensive evaluation of potential candidates, and provide recommendations for the selection of finalist candidates.
- **Candidate Interviews/Selection Process** – Together with the Human Resources Department, the consultant will arrange for interviews and develop selection procedures for the finalist candidates. Typically, 5-7 finalists are selected for participation in the selection process. Structured interviews with the City Council, Department Directors, Community Members and/or Business Leaders may be held. The specific panel makeup, questions/exercises can be reviewed and finalized at a later date with the selected consultant, Human Resources and City Council.
- **Candidate Selection/Background Checks/Employment Contract** – The consultant will assist the City Council with follow-up interviews, finalist selection, appropriate background and reference checks, and the formulation and documentation of appropriate compensation and other employment arrangements.

The above outline is provided to you as an optional guideline for the process. The selected consultant firm will provide additional details outlining the process and necessary decision points directly to City Council as they may arise. This recruitment and selection process will be complex and time-consuming. Human Resources will assist with the process in any way needed.



## **FISCAL IMPACT**

Based on the Search firm selected and actual expenses, a budget amendment may be necessary.

## **NEXT STEPS**

Based upon the decision of the Mayor and City Council, I will contact firms for an interview and/or direct hire, as well as contact those not chosen and advise them accordingly.

Lastly, to further assist with this process, I have included all relevant City Council meeting minutes from the last search in 2014. If you need any additional information or have questions about any materials provided, please do not hesitate to contact me.

# **Executive Search Services For the Position of City Manager**

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Prepared for City of Novi

RFP City Manager

Presented by Amy Cell, LLC

November 14, 2022



Tia Gronlund-Fox, Director of Human Resources  
City of Novi  
45175 Ten Mile Road  
Novi, MI 48375

Dear Ms. Gronlund-Fox,

Thank you for the opportunity to submit this proposal to assist the City of Novi in its search for a new City Manager.

As you look through this proposal, you will find that we bring extensive experience with executive searches in the public and private sectors and we are committed to providing you exceptional service and sharing with you our passion for Michigan communities. My hope is that upon review you will find us to be an excellent fit for this engagement.

We believe that we are the right partner for the City of Novi due to the following attributes which we will detail in the attached proposal:

- ***Passion for community service*** - Our team has worked for government, economic development and community development organizations. We are passionate about supporting Michigan's communities!
- ***Local knowledge makes for better marketing*** - We get to know the communities we are working with, through research and one on one meetings. We will then create a "Community Profile" that we share widely to attract candidates. We are excited to share a draft Community Profile we created for the City Manager at the end of this proposal.
- ***Consensus builders*** - We will interview City Council members and staff to align the Council on the ideal candidate profile.
- ***Top notch candidates*** - Our combination of strategic marketing and targeted outreach results in a robust pool of qualified and motivated candidates. We then winnow the pool down to a short list of candidates through a thorough vetting of the candidates' background and accomplishments.
- ***Customized approach*** - Each of our executive search engagements is unique. We focus on the key experiences, leadership style, and managerial competencies desired by the group of stakeholders that we interview. We create a tailored profile, service offering and communication approach that fits with your needs. Our extensive experience with planning and project management and transparent communication style will help the Council through the experience as smoothly as possible.
- ***Our team*** - We have a team of 23 highly qualified and diverse recruiters and HR experts, with all but one based in Michigan.

Since our inception in 2015, we have supported hundreds of employers, communities, and job seekers with customized HR and recruiting services. Our team of seasoned professionals brings expertise and knowledge in the areas of municipal recruiting, human resources, economic development, project management, and marketing. We would be honored to work with the City of Novi on this important endeavor.

Please feel free to contact me with any questions. Thank you very much for the opportunity to share our interest in this engagement.

Best regards,



Amy Cell

President

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## A. Qualifications

### Type of Business

Amy Cell, LLC of 215 W. Michigan Avenue, Ypsilanti, Michigan 48197, operates as a Limited Liability Corporation in the State of Michigan. As a registered LLC in Michigan, we are licensed to operate in the State of Michigan. We provide recruiting, human resources consulting, and career coaching services. We are in good standing with the state of Michigan and have all the necessary licenses and certifications to be able to perform the work indicated in this RFP. The contact person for this proposal is Amy Cell. She can be reached at 734-657-0370 or [amy@amycelltalent.com](mailto:amy@amycelltalent.com).

### History

Since our founding in March of 2015, Amy Cell, LLC has conducted over 1100 searches, including recruitment for 100+ executive and key leadership roles, such as CEOs, City Managers, Executive Directors, Vice Presidents, and other C-Suite roles. In addition to our strong track record of success in both the public and private sectors, Amy Cell brings significant relevant experience to municipal/public sector recruiting, having served as Senior Vice President of Talent Enhancement at the Michigan Economic Development Corporation (MEDC), and as Vice President Talent Enhancement for Ann Arbor SPARK. In these roles, Amy was responsible for programs in talent attraction, retention and development at regional and state levels, and was integral in the design and implementation of talent programs to benefit Michigan employers and citizens (e.g., job seekers, apprentices, displaced workers). Through this decade of public service, Amy Cell established a large professional network and national reputation as a thought leader in talent attraction. The firm's commitment to client satisfaction and a positive jobseeker experience has led to strong growth, and our firm is proud to have all of our employees based in Michigan.

### Why Us?

Here are the reasons that Councils have trusted us to help them with one of their most important duties:

- We are experts in recruiting and sourcing. We have our own database of 1000+ municipal professionals, and send out monthly communications. We have four LinkedIn recruiter licenses so that we can effectively target top-notch talent, and ensure a diverse applicant pool.
- We are well versed in applicable laws including the Open Meetings Act and Freedom of Information Act.
- In addition to talent acquisition support, we provide HR consulting services to municipal clients, such as training programs, performance review management and have been the outsourced HR function for a municipality. We have had a team member serve as Acting City Manager, and have a team member that

was a long serving local government employee. Thus we understand the day to day activities of local government.

- We have a strong marketing team that is well versed in social media and media relations. We will prepare press releases as directed by the City Council to support community engagement.
- We focus on success - we can provide a structured onboarding experience to help the new City Manager hit the ground running. We also offer a 360 degree feedback review after six months to help address any issues to ensure that the City Manager has an accurate understanding of what they should keep, stop and start doing.

### Municipal Clients We Have Served

Municipal Clients We Have Served		
 <b>City of Ann Arbor</b>	 <b>City of Clawson</b>	 <b>City of Dearborn</b>
 <b>City of Eastpointe</b>	 <b>City of Farmington Hills</b>	 <b>City of Fraser</b>
 <b>City of Grand Rapids</b>	 <b>City of Grosse Pointe</b>	 <b>City of Holland</b>
 <b>City of Jackson</b>	 <b>City of Madison Heights</b>	 <b>City of St. Clair Shores</b>

 <b>City of Yale</b>	 <b>City of Ypsilanti</b>	 <b>Lapeer County</b>
 <b>Macomb Township</b>	 <b>Redford Township</b>	 <b>Scio Township</b>
<i>Village of Almont</i> <b>Village of Almont</b>	 <b>Village of Capac</b>	 <b>Village of Dundee</b>

**Examples of Prior Engagements**

**City of Ann Arbor**

**Engagements:** Amy Cell, LLC has been a key talent resource for the City of Ann Arbor, completing multiple, successful executive searches since 2020. These searches include: **City Administrator** search in June 2020 which resulted in 268 candidates and 3 finalists; **Chief Financial Officer** search in January 2021 resulted in 89 candidates and 4 finalists; **City Attorney** search in July 2021 which resulted in 19 candidates and 1 finalist; and **Director of Human Resources** search in June 2022 which resulted in 95 candidates and 2 finalists. All of these positions were placed.

In addition to completing City Administrator and City Attorney Performance reviews (2020, 2022) and successfully recruiting for a senior staff position in the Public Works department, Amy Cell, LLC also provided organizational development support by designing and implementing 360 feedback assessments for key leaders.

**City of Eastpointe**

**Engagement:** In December of 2021, we were selected by the City of Eastpointe to provide recruitment services for a City Manager. The search resulted in 46 applicants, 8 candidates and 2 finalists. One of the finalists, was placed in the role and can be contacted below.



### **City of Fraser**

**Engagement:** In July of 2020 we were selected by the City of Fraser over 5 other firms to provide an independent HR department to support approximately 70 employees and 100+ retirees. During the following 18 months we filled approximately 20 positions, restructured the leadership team, recruited an interim City Manager to address short term issues as well as the permanent City Manager. Additional HR projects included implementation of the BS&A HR module, developed a new handbook, oversaw benefits administration and open enrollment, developing new performance review processes, updating all job descriptions, creating a new compensation structure, and launching an employee newsletter. Additionally, Amy Cell was appointed Acting City Manager at one point during the leadership transitions.

### **St. Clair Shores**

**Engagements:** We conducted two successful City Manager searches, one in 2019 and most recently in February 2022. A summary of the searches is as follows: the City Manager search in 2019 which resulted in seven candidates presented to Council, four finalists selected for in person interviews. The City Manager search in February 2022 resulted in ten candidates presented to Council and four finalists. Both searches resulted in placements.

### **City of Holland**

**Engagement:** In November 2017, Amy Cell, LLC was awarded the bid to assist the City of Holland in their search for a City Manager. Despite competitive bids from well-known municipal recruiting firms, the City chose Amy Cell, LLC due to the success of a prior unrelated high profile search. The search attracted over 60 qualified candidates from around the country and abroad, and resulted in a successful hire within 10 weeks of the initial job posting.

### **References**

Below is a sample of recent relevant engagements.

Please feel free to contact any of the following individuals as references.

Client	Project Title Search	Contact Person	Telephone / email
City of Ann Arbor	Director of HR City Administrator, City Attorney Searches	Julie Grand, City Council Member	(734) 678-7567 JGrand@a2gov.org
City of Eastpointe	City Manager Search	Mariah Walton, City Manager	(568) 445-3661 mwalton@eastpointecity.org
City of Fraser	City Manager Search	Kathy Blanke City Council	(586) 293-3100 ext 110 kathyb@micityoffraser.com
City of St. Clair Shores	City Manager Search	Chris Vitale, City Council Member	(586) 801-4732 vitalec@scsmi.net
City of Holland	City Manager Search	Jennifer Orme, HR Director	(616) 355-1318 J.Orme@cityofholland.com

**May 25, 2022**

*“As part of our City Council’s Administration Committee, I have enjoyed working closely with Amy Cell on a number of executive level searches. In a competitive recruitment environment shared by all municipalities, Amy was able to present a number of viable candidates for each position - even when a known internal candidate existed. She presented clear, cost-effective plans that were thorough, efficient, and through supplemental materials such as video interviews, provided valuable insight into our candidates.*

*In addition to her human resources expertise, I appreciated that Amy Cell took the time to capture our council, staff, and community priorities. This understanding of local context has undoubtedly contributed to our successful recruitment efforts.”*

Ann Arbor Mayor Pro Tem Julie Grand

**St Clair Shores City Council Meeting, April 4, 2022**

*"Amy Cell and her office did a great job at preparing us and giving us the right candidates to select from."*

St Clair Shores Council Member Candice Rusie

*"It's been a pleasure again to work with Amy Cell's agency."*

St Clair Shores Council Member Chris Vitale

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### **Fraser City Council Meeting, February 10, 2022**

*"Our vision when we started with Amy Cell hit some major road blocks because some things happened we weren't anticipating and you tackled those with such grace and such dignity and found us candidates."*

Fraser City Council Member Amy Baranski

*"I just want to thank you and tell you what a privilege and honor it has been to work with you. You have impressed me repeatedly."*

Fraser City Council Member Amy Baranski

*"Amy, I just want to thank you for everything you have done for us. You accomplished not only what we were looking for, you went beyond that."*

Fraser City Council Member David Winowiecki

*"Amy, I also wanted to thank you. I feel you were objective and fair, knowledgeable, great people skills. You were exactly what we needed when you came to help us."*

Fraser City Council Member Kathy Blanke

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### **B. Recruitment Work Plan**

To assist the City of Novi in finding their new City Manager we will follow our well-honed six step process, as described below. A full description of our approach and detailed timeline is included below. We also provide weekly status reports to the Council.

### **Step One - Create a Clear Target and Plan**

Through a detailed needs assessment, we will learn from you the “must have” and “ideal” experiences and behaviors for the City Manager. We will start by interviewing stakeholders including elected officials and staff members to understand the goals, skills, experiences and behaviors that are critical and “ideal” for the position. We will also identify the key selling points of the position, organization and community, which informs the marketing strategy that we create.

Based on stakeholder data, we will create a rubric and align the selection group on experiences, leadership style, communication skills, etc. We will create a comprehensive position profile. We will research the existing compensation and benefits structure as it compares to the market. During this planning meeting we will present the rubric, profile, draft timeline and compensation data to Council.

### **Step Two - Market the Posting to the Right People**

We use social media and national job boards to promote the opportunity, as well as to promote the amazing aspects of living, working and playing in the City of Novi region. This results in the largest possible pool of qualified applicants. In addition to our proprietary database of executive and professional talent, we will perform targeted outreach to candidates that might not otherwise apply through LinkedIn and other social media platforms, and engage with ICMA Newsletter/Job Center, Michigan Municipal League (MML), and other municipal websites to create a deep, diverse pool of qualified and interested candidates.

### **Step Three - Thoroughly Access Applicants**

We will thoroughly assess the qualifications and suitability of all candidates in an independent and objective manner in accordance with all laws and regulations. We will use a survey, video interview, phone interview, cyber review, reference checks and background checks to thoroughly assess applicants. We will provide access to and summarize this data for review for Council. We will coordinate any additional assessments as directed by the Council.

### **Step Four - Interviews**

We will coordinate an outstanding interview experience for candidates and stakeholders that complies with the Open Meetings Act. Finalists will have a Zoom or on-site interview that can include a wide range of interviews and tours. As directed by Council, we will coordinate schedules, manage candidate communications, and provide on-site logistic support during the on-site interviews. We will thoroughly prepare the City Council for the interviews by providing guidance, support and interview questions customized to the qualities that emerged through the detailed needs assessment.

**Step Five - Negotiation**

We will assist with the negotiation process with other administrative and legal parties. Our specific role will be directed by the Council.

**Step Six - Transition Support**

We help candidates successfully transition into their new roles by providing assistance with onboarding and relocation. If desired, we can provide a variety of support to assist with relocation and transition assistance, including housing assistance, partner job search assistance, child and elder care support, and finding local “greeters” to help welcome the new person into the community. We also offer a complimentary 360 degree feedback check-in after six months, and we assist the Council with determining performance expectations.

**Proposed Timeline**

The following timeline details the process (as described above) with a proposed schedule for deliverables and milestones.

Our proposed timeline is further customizable depending on the needs and goals of the City of Novi. It is our goal to create and implement a plan that works well to meet the City’s objectives, recognizing that a flexible approach is often needed as plans unfold.

<b>The detailed timeline below demonstrates how a typical search process flows after we are contracted to begin the search.</b>	
<b>Activity</b>	<b>Time Frame</b>
<b>Stakeholder interviews</b> - We interview stakeholders including the Council, staff, and key community members to understand the goals, skills, experiences and behaviors that are critical and “ideal” for the position. We also learn about the key benefits of the position, organization and community.	Weeks 1, 2
<b>Selection Criteria Matrix</b> - Based on interview feedback and survey data we create a "talent matrix" of key criteria.	Week 3
<b>Marketing plan</b> - Based on the interview feedback and research, we will create a digital and print marketing package that will be used to market the opportunity.	Week 3

<p><b>Review salary data</b> - Review existing compensation and benefits structure as it compares to market comparables. Present compensation data to the hiring committee at the first meeting and determine target compensation range.</p>	<p>Week 3</p>
<p><b>Align</b> - We will meet with the selection team to review the hiring criteria and job posting.</p>	<p>Week 4</p>
<p><b>Market the opportunity</b> - We use social media and national job boards to promote the opportunity, and to promote the amazing aspects of living, working and playing in the community. This results in the largest possible pool of qualified applicants. In addition to our proprietary database of executive and professional talent, we perform targeted outreach through LinkedIn and other social media platforms, and engage with industry associations, which results in a deep, diverse pool of qualified and interested candidates.</p>	<p>Weeks 4-8</p>
<p><b>Assess applicants</b> - We use a survey, video interview, phone interview, cyber review, reference checks and background checks to thoroughly review applicants.</p>	<p>Weeks 4-9</p>
<p><b>Present candidates</b> - We will provide the selection team with a link to the candidate packets and videos. Selection team members will have at least one week to review information prior to the meeting to determine finalists.</p>	<p>Week 10</p>
<p><b>Determine finalists</b> - We will review candidates with the selection team and determine interview panelists.</p>	<p>Week 11</p>
<p><b>Interviews</b> - We will invite the interviewers, providing them copies of information on the finalist candidates. We also will create sample interview questions and feedback forms.</p>	<p>Week 12</p>
<p><b>Negotiation &amp; Relocation</b> - We provide a variety of support regarding contract negotiations and onboarding. We also provide a six month 360 degree feedback report for the new Manager to enhance rapid development.</p>	<p>TBD</p>



**Key Personnel**

**Our Team**

For this recruitment, we have selected the following team of highly qualified professionals, all of whom are well-versed and experienced in municipal/public sector and executive recruitment. These three individuals are based out of our Ypsilanti office.

The table below lists the key persons assigned to this project, as well as their anticipated roles. Resumes are included as an attachment.

Proposed Team Includes:

Name	Title	Anticipated Roles
Amy Cell	President and Founder	<b>Role:</b> Lead. Oversees all search aspects included in this proposal.
Barbie Sigers	Talent Acquisition Director	<b>Role:</b> Manages search activities; participates in meetings; completes stakeholder intake interviews; finalizes the position description. Manages consultants and fine details.
Rebecca Roberts	Senior Associate Consultant	<b>Role:</b> Assists in document production, scheduling and outreach. Assists with candidate screening, background and reference checks. Provides on-site interview support.

**Background Checks**

We will conduct background checks of shortlisted candidates, using Background Check Central, a highly reputed, Michigan-based firm.

Background Check Central, 42815 Garfield Road, Suite 208, Clinton Township, MI 48038

### C. Costs

Search Components	Regular	Value
Number of individual intake interviews	11-30	5-10
Develop and launch community survey, analyze results	Yes	No
Create inviting job posting	Yes	Yes
Develop recruitment brochure	Yes	No
Promotion via job boards and social media including ICMA, MML, SGR, LinkedIn, Facebook and Twitter	Yes	Yes
Screening survey, cyber review, video interview & gather references	Yes	Yes
Reference checks, phone interview, background checks	Yes	Yes
Write press release announcing finalists	Yes	No
Host community reception, gather and analyze feedback	Yes	No
Coordinate interviews. Provide questions and guidelines	Yes	Yes
Compile and summarize interview feedback	Yes	Yes
Support offer negotiation process	Yes	No
360 degree feedback for new City Manager	Yes	No
Guarantee*	One year	None
Consultant mileage travel costs included in the fee.	Yes	No
<b>Total Cost - Not to Exceed</b>	<b>\$18,500</b>	<b>\$8,250</b>



**Note:** Reception food costs, interview food costs, and candidate travel costs are not included above.

### **Placement Guarantee Terms**

Under the Regular Search plan, in the event the new employee rescinds their acceptance of the job offer, voluntarily leaves employment within one year of their start date or is fired for cause, we will waive our base recruiting fee and conduct one additional search at no cost.

### **Payment Terms**

We will invoice one third of the fee upon contract signing to cover advertising and administrative costs. Another payment of one third of the total fee will be due upon the presentation of a slate of finalist candidates. The remaining balance will be invoiced upon acceptance of an offer. Net 30 day terms are kindly requested.

Thank you again for the opportunity to submit this proposal to assist the City of Novi in its search for a new City Manager.

A handwritten signature in blue ink that reads 'Amy Cell'.

Amy Cell

President, Amy Cell, LLC

734-657-0370 [Amy@AmyCellTalent.com](mailto:Amy@AmyCellTalent.com)

## **D. Attachments**

## **ATTACHMENT I**

### **Team Resumes**

Amy Cell

Barbie Sigers

Rebecca Roberts

*The remainder of this page is intentionally left blank.*

**AMY CELL**

734-657-0370

[Amy@AmyCellTalent.com](mailto:Amy@AmyCellTalent.com)

**SUMMARY**

Dynamic leader passionate about talent attraction, retention and development who has used her creativity, team building skills and expertise to create and launch statewide talent programs and support Michigan communities, companies and people.

**EXPERIENCE**

**AMY CELL, LLC, Ypsilanti, MI**

**President, 3/2015 - Present**

Amy Cell Talent is a talent consultancy that provides a variety of talent acquisition, community development and job seeker support programs to clients. We are a team of skilled and dedicated professionals based in Ypsilanti Michigan.

- Provide efficient and effective talent acquisition services to Michigan technology companies - completed over 600 searches that span executive, administrative, and technical opportunities.
- Provide career development services to job seekers and people in career transitions.
- Supported Community Ventures, a program that provides a career pathway out of poverty.
- Launched a talent program for University technology transfer organizations.
- Frequent speaker, advisor, facilitator, panelist and judge. Engagements have included the Brookings Institution and Edward Lowe Foundation.
- Faculty member, Center for Entrepreneurship, U-Michigan College of Engineering.

**MICHIGAN ECONOMIC DEVELOPMENT CORPORATION, Lansing, MI**

**Senior Vice-President, Talent Enhancement, 1/2011 - 3/2015**

MEDC is the state economic development organization. Joined MEDC with the Gov. Snyder administration to develop a Talent function housed within economic development.

- Led the redesign of the state labor exchange and talent marketing strategy. Website average 80K postings per month and 200K active account holders. Approximately 3 million unique users per year. Social media strategy includes newsletters, Twitter, Facebook and LinkedIn.
- Created and launched Community Ventures in 2012, which has placed 4000 structurally unemployed into living wage jobs with a \$11.20 average wage and 68% one year retention rate.
- Launched the Michigan Advanced Technician Training program, a dual education program based on the German apprenticeship model. Program is viewed as a national model and was featured by the Brookings Institute on a German study tour. Program has been adopted by Illinois, and many other states have requested additional information.

- Designed and directed programs to attract and retain highly educated talent, including LiveWorkDetroit, Dream Job, Pure Michigan Opportunity and a college ambassador program. Results included thousands of IT and Engineering student connections to employers.
- Participated on a select task force to determine strategy to propel Michigan to a top 10 state in terms of adults with a post-secondary credential or higher.
- Launched the Community College Skilled Trades Equipment Program - a \$50 million bond initiative to provide community colleges with critical training equipment.
- Launched Global Michigan, an initiative to embrace, attract and retain international talent. Built a team from one staff person to 30. Team had one of the highest employee engagement levels in the state government per a survey managed by PricewaterhouseCoopers.
- Accomplished and well-regarded speaker and presenter with approximately 50 engagements as panelist, moderator or key note presenter.

### **ANN ARBOR SPARK, Ann Arbor, MI**

#### **Vice-President, Talent Enhancement & Entrepreneurial Education, 8/2006 - 1/2011**

Ann Arbor SPARK is a non-profit regional economic development organization driving local and statewide economic development initiatives. Key responsibilities included the creation and management of all Talent Enhancement programs, directing all Entrepreneur Education programs and overseeing the SPARK East incubator.

- Positioned SPARK to be a “talent hub” for knowledge-based workers seeking dynamic opportunities through events, job posting service and weekly newsletters. Posted approximately 1000 jobs for 400 companies annually, saving thousands of dollars per hire.
- Created programming to support SPARK East, a successful incubator in a challenged area and have had two companies graduate from the program in the first 18 months.
- Developed and launched numerous entrepreneur education programs including the one-day “Starting Your Own Business” program, Michigan Energy Forum, Entrepreneur Education 1.0 and 2.0 series, Expert Resource Board, Power Lunch and SPARK East Speaker Series.
- Co-developed Shifting Gears, a 4-month developmental program to help displaced “large company” managerial talent transition into “new economy” opportunities. Program later was expanded by the Michigan Economic Development Corporation and helped approximately 400 highly educated, accomplished, later-career people transition to new opportunities.

### **ROSS SCHOOL OF BUSINESS AT U-MICHIGAN, Ann Arbor, MI**

#### **Senior Associate Director, Office of Student Life, 9/2004 - 7/2006**

- Created and led the Office of Student Life. Developed policies/processes to support students, including leadership programming, diversity, training, recognition, and student relations.
- Championed school-wide leadership development efforts and programs.
- Created a culturally sensitive environment through programming and addressing problems.
- Resolved scores of student relations concerns and community issues.

### **APPLIED BIOSYSTEMS, Foster City, CA**

#### **Senior Manager, Human Resources, 11/2003 - 6/2004**

- Led the restructuring and reengineering of IT department. Results included more efficient structure, employee development and redeployment of managers to better utilize talent.
- Launched development councils to coordinate succession planning and employee development.
- Provided organizational effectiveness tools such as leadership development and coaching, training, 360-degree feedback, change management and facilitated new leader assimilations.

**HR DRIVERS, Los Altos, CA**

**Managing Partner, 9/2002 - 10/2003**

- Founded HR Consulting Partnership that provides HR consulting, training and outsourcing services to small businesses that want innovative and strategic HR programs and processes.
- Developed extensive HR audit program to thoroughly review each element of HR, to ensure that all legal issues and best practices are considered.

**SRI CONSULTING, Menlo Park, CA**

**HR Manager, 2001 - 2001**

- Reported to CFO of SRI International and directed all HR activities for SRI Consulting that resulted in cost savings, strategic leadership change and benefit and compliance improvements.
- Developed new processes for recruiting, merit planning, orientation, mentoring, leadership development/succession planning, performance management and visa management.

**FORD MOTOR COMPANY, Dearborn, MI**

**HR Roles Including Labor Rep, Associate and Analyst, 1995 - 2001**

- Provided counsel to business units in employee relations, performance management, diversity, staffing, compensation, job leveling/ranking, succession planning and work/life issues.
- Analyzed U.S. recruiting process; recommended switching to Resumix with an ROI of 40%.
- Participated on team, which integrated Global affiliate manufacturing operations.

**PLANTE & MORAN, CPA's, Ann Arbor, MI**

**Certified Public Accountant, 1990 - 1993**

- Passed CPA exam in first sitting.
- Planned, executed, supervised and managed audit and tax engagements.

**EDUCATION**

**THE UNIVERSITY OF MICHIGAN, Ann Arbor, MI**

**MBA - Ross School of Business Administration, 1993 - 1995**

- with High Distinction (Top 10%)

**BBA - Ross School of Business Administration, 1987 - 1991**

**BOARD MEMBERSHIPS**

**Board & Community Involvement:** Michigan Center for Integrative Research in Critical Care, Career Education Advisory Committee, Desai Accelerator, Washtenaw Community College Foundation, Center for Entrepreneurship (CFE) - U-M College of Engineering, Washtenaw Community College Women’s Council, Women’s Exchange of Washtenaw, U-M SE Michigan Alumni Association, Washtenaw 2030 Steering Committee

*The remainder of this page is intentionally left blank.*

**BARBIE SIGERS**

Ann Arbor, MI • 517-230-9911

[barbie@amycelltalent.com](mailto:barbie@amycelltalent.com) • [linkedin.com/in/barbie-sigers-916769b](https://www.linkedin.com/in/barbie-sigers-916769b)

**SUMMARY** Energetic, detail- and results-oriented professional with over twenty years of experience in human resources, pharmaceutical sales and health / fitness training and management.

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**EXPERIENCE**

**AMY CELL, LLC** Ann Arbor, MI 2021-present

**Talent Acquisition Director**

- Build client relationships and manage recruitment lifecycle from engagement through closure.
- Recruit for hard to fill, newly created, and specialized positions ranging from entry level personnel to C-suite executives.
- Strategic sourcing, screening, evaluating and presenting of candidates to hiring managers.
- Review job postings to ensure accuracy and completeness. Update job posting language as necessary, to capture the attention of target audiences.
- Design and process job specific questionnaires to understand candidate's work styles, motivation, personality, and other information that cannot be determined from a resume.

**Burn Bootcamp**, Northville, MI 2020 – 2021

**Personal Trainer/Group Fitness Instructor**

- Designed and coached over 500 training classes.
- Conducted 1-on-1 coaching sessions with clientele to understand motivators and limitations, improve self-confidence and develop nutrition and training plans.

**Red Effect Infrared Fitness**, Ann Arbor, MI 2018 – 2020

**Lead Trainer**

- Developed and coached over 800 high intensity interval training classes.
- Sourced, screened, interviewed and trained new instructors.
- Integral role in the startup of the facility and building client base.

**CentraState Fitness & Wellness Center**, Freehold, NJ 2014-2018

**Personal Trainer / Group Fitness Instructor / Pilates Instructor**

- Conducted fitness assessments & goal planning for members.
- Developed & customized 1-on-1 fitness plans for 25 long term clients.
- Lead trainer in medically based programming, sports performance training, weight loss, and improvement of overall physical health.
- Designed & implemented customized individual & group pilates classes.
- Instructed 8 group training classes per week.

**Esprit Pharma, Detroit, MI** 2006 – 2007

**Urology/Gynecology Sales Specialist**

- Launched new products to urologists, surgeons, and obstetrician-gynecologists.
- Planned medical education programs to improve sales and build strong rapport with key decision-makers.

**Wyeth Pharmaceuticals**, Grand Rapids, MI 2001 – 2005

**Territory Representative**

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- District Rep of the Year and Rookie of the Year.
- Territory analysis, business development & project management to increase product sales.
- Marketed products to cardiologists, neurologists, gastroenterologists, diabetic educators, pharmacists, and internal medicine and family practitioners through presentations, in-services, and education events.

**Nelson Professional Sales**, Lansing, MI 2000 – 2001

**Territory Representative**

- Developed and executed business and marketing plan for territory to exceed sales goals.
- Marketed cardiovascular products to cardiologists, internists, and family practitioners.

**SmithKline Beecham Pharmaceuticals**, Lansing, MI 1998-2000

**Sales Consultant**

- Ranked #1 in district for three consecutive quarters and #7 in the region of over 200 sales consultants for top product, Augmentin.
- Successfully launched a new product, achieving 64% over sales goal.
- Marketed a wide range of physicians in clinics & hospitals; Conducted in-service's & journal club meetings.

**Robert Half International**, Okemos, MI 1995-1998

**Division Director**

- Built a Fortune 500 client base and worked with clients to fill critical executive staffing needs.
- Sourced, screened, evaluated & presented applicants to hiring managers.
- Managed and operated a matrix of skilled candidates for future placements.
- Marketed services and candidate pool based on market trends and business needs; B2B relationship/ account management.

**EDUCATION**

**Eastern Michigan University**, Ypsilanti, MI  
Bachelor of Business Administration in Human Resource Management

**Keller Graduate School of Management, DeVry University**  
Completed coursework toward Master of Human Resource Management (12 credits)

**OTHER SKILLS**

Microsoft Office (Word, Excel, PowerPoint and Outlook); Google Productivity Tools, JazzHR, Rippling, Zoho, Zoom

## Rebecca Roberts

Kalamazoo, MI, 49009 • 269-447-8676

[rebecca@amycelltalent.com](mailto:rebecca@amycelltalent.com) • [linkedin.com/in/rebecca-roberts-0538201a3/](https://www.linkedin.com/in/rebecca-roberts-0538201a3/)

Human Resource Consulting | Recruitment | Training Design | Performance Management | Employee Engagement | Organizational Development | AR Functions | Inventory Management | Supplier Relations |

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### **WORK EXPERIENCE**

#### **AMY CELL, LLC, Ypsilanti, MI**

##### ***Senior Associate Consultant, 8/2021 - Present***

- Restructure performance evaluation forms and process to impact client's non-profit, healthcare organization.
- Develop organizational charts and SOP's for internal usage
- Management of different jobs postings and responsible for posting jobs on multiple platforms in a timely manner
- Produce HR Assessment with recommendations on organizational improvements by analyzing client documents and offer projects to support these recommendations
- Facilitate employee conversations and manage engagement activities to support a series of DEI workshops for 20 employees in a client's organization
- Facilitate full-cycle recruitment services for all level positions in multiple industries

#### **VANDE BUNTE EGGS, Otsego, MI**

##### ***Business Analyst Internship, 1/2021 - 5/2021***

- Conduct supplier analysis to ensure cost effectiveness of production materials
- Manage existing supplier relationships and establish new contacts for cost saving opportunities
- Inventory management, reporting, and purchasing for three facilities
- Establish and maintain spreadsheet and documentation for capital projects and future developments
- CFS inventory management and general IT on-site contact and liaison for third party IT company
- I-9 audit preparation and employee file review

##### ***Office Manager, 12/2017 - 5/2021***

- General office administration: answering phones, greeting visitors, incoming and outgoing mail administration, updating and creating spreadsheets, scanning invoices, buying equipment
- Supporting HR functions: new hire paperwork and system setup, validation of employee documentation, assist employees with form interpretation, and digitalization of all employee files
- Responsible for AR functions including creating invoices, intracompany transfers, verifying accuracy of orders, and monthly reporting of sales to American Egg Board
- Weekly and monthly reporting of production activity and quality comparison to industry standards and historical data
- Sourced and implemented uniform system for all processing and production employees at two facilities
- Representing the company at food shows in a professional manner
- Miscellaneous duties assigned by management

##### ***Accounting Assistant, 11/2016 - 7/2017***

- Established system for organization and digitalization of all capital asset files
- Archived accounting records in compliance with retention standards

### **EDUCATION**

#### **GRAND VALLEY STATE UNIVERSITY, Grand Rapids, MI**

Bachelors of Arts, Business Administration

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215 W. Michigan Ave., Ypsilanti, MI 48197  
Phone: 734-657-0370 E-Mail: [Amy@AmyCellTalent.com](mailto:Amy@AmyCellTalent.com)

## **ATTACHMENT II**

### **Community Profile**

# City of Novi



## Community Profile - City Manager Search 2022



**AmyCell** Talent  
CONNECTING TALENT AND OPPORTUNITY

## WELCOME TO NOVI

Novi, Michigan is seeking the ideal candidate to lead our growing community as the City Manager. The City of Novi is a full-service City providing Public Safety (Police and Fire/Rescue), Parks Recreation & Cultural Services, and Public Works programs located in Southeastern Michigan with a population of approximately 66,000 and growing. The City has a Council-Manager form of government and currently employs 255 full-time permanent employees, with a rising taxable value of \$4.2 billion.

The City Manager is the chief administrative officer for the City of Novi and is responsible for all city departments. The City Manager attends all City Council meetings and reports directly to the seven member City Council on all city matters. Among other duties, this office is charged with the preparation and submission of the Annual Budget and Capital Program, reports regularly on the financial operations of the city and maintains active membership in various civic organizations.

Novi looks forward to your interest and introducing you to the place we are proud to call home!





## CITY OF NOVI ATTRACTIONS



### Twelve Oaks Mall

Twelve Oaks, a Novi landmark, opened in 1977 with anchor stores of JL Hudsons, Sears, Lord & Taylor and JCPenney. It remains a major Metro Detroit shopping destination in 2022, offering chic retailers where you can find unique merchandise, special events, and a mall walking program.



### Michigan State Fair

The Michigan State Fair moved to the Suburban Collection Showcase in 2012. Traditionally held over Labor Day Weekend, the popular fair attractions and events include the midway, livestock, agriculture, live music, beer garden, crafts, a 5k run and The Shrine Circus!



### Paradise Park

Paradise Park is a year round family entertainment facility with indoor and outdoor attractions such as go karts, mini golf, laser tag and an indoor arcade. Offering a 5000 sq ft event pavilion and a full service restaurant, Paradise Park is also a popular destination for hosting birthday and graduation parties, bridal and baby showers, corporate events and wedding receptions.

## OUR OPPORTUNITIES AND CHALLENGES

*To be completed in consultation with and approval from the City Council*



## HOW TO APPLY

**DEADLINE TO APPLY:** Sunday, Date TBD, 2023

Please submit a cover letter, resume and three to four professional references to Barbie Sigers, Amy Cell, LLC at [Barbie@amycelltalent.com](mailto:Barbie@amycelltalent.com).

Please indicate in your cover letter whether you are requesting confidentiality as allowed under the Michigan Open Meetings Act.

The City of Novi is an Equal Opportunity Employer.





# **NOVI, MICHIGAN**

## **Request for Proposal**

### **City Manager Recruitment & Selection**

November 7, 2022



630 Dundee Road  
Suite 225  
Northbrook, IL 60062

**Primary Contact Person:**

Laurie Pederson  
Director of Administrative Services  
847-380-3198  
[LPederson@GovHRusa.com](mailto:LPederson@GovHRusa.com)

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## Attachments

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Consultant Biography  
Client List

## Cover Letter

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November 7, 2022

Ms. Tia Gronlund-Fox  
Director of Human Resources  
City of Novi  
45175 Ten Mile Road  
Novi, MI 48375

Dear Ms. Gronlund-Fox and Members of the City Council:

Thank you for the opportunity to provide you with a proposal for the City Manager recruitment and selection process for the City of Novi. GovHR USA ("GovHR") prides itself on a tailored, personal approach to executive recruitment and selection, able to adapt to your specific requirements for the position.

GovHR is a public management consulting firm serving municipal clients and other public-sector entities on a national basis. Our headquarters offices are in Northbrook, Illinois. We are a certified Female Business Enterprise and work exclusively in the public sector. We have 21 full-time and 8 permanent part-time employees including 6 full-time recruiters and 26 additional project consultants. Our employees and project consultants are located across the country, giving us a national presence. GovHR offers customized executive recruitment services and completes other management studies and consulting projects for communities.

GovHR Vice President Jaymes Vettraino will be responsible for your recruitment and selection process. He will be assisted by a home office Recruitment Coordinator and a Reference Specialist. Mr. Vettraino's biography is attached to the proposal and his contact information is:

Jaymes Vettraino, Vice President  
GovHR USA LLC  
Rochester, Michigan  
Telephone: 248-379-8923  
[jvettraino@govhrusa.com](mailto:jvettraino@govhrusa.com)

We believe we have provided you with a comprehensive proposal; however, if you would like a service that you do not see, let us know. Please contact Laurie Pederson, Director of Administrative Services, 847-380-3198, if you have questions regarding our proposal or need additional information. We look forward to hearing from you and hope to have the opportunity to work with you on this important recruitment.

Sincerely,



Judith Schmittgens  
Corporate Secretary and Compliance Manager

## Firm Profile

GovHR is a public management consulting firm serving local government clients and other public-sector entities across the country. The firm was originally formed as Voorhees Associates in 2009 and changed its name to GovHR USA in 2013. Our headquarters are in Northbrook, Illinois. We are a certified Female Business Enterprise in the State of Illinois and work exclusively in the public and non-profit sectors. GovHR offers customized executive recruitment services, management studies and consulting projects for local government and organizations who work with local government.



GovHR has 21 full-time and 8 permanent part-time employees including 6 full-time recruiters and 26 additional project consultants who are based in Arizona, Colorado, Florida, Georgia, Illinois, Indiana, Massachusetts, Michigan, Minnesota, Ohio, Tennessee, Texas and Wisconsin, giving us a national presence. Additionally, GovTempsUSA, GovHR's subsidiary, provides interim staffing solutions to keep operations moving during the recruitment process.

Our consultants are experienced executive recruiters who have conducted over 1,000 recruitments, working with cities, counties, special districts, and other governmental entities of all sizes throughout the country. In addition, we have held leadership positions within local government, giving us an understanding of the complexities and challenges facing today's public sector leaders.

## Our Leadership



**Heidi Voorhees**  
President  
847-380-3240

[HVoorhees@GovHRusa.com](mailto:HVoorhees@GovHRusa.com)

*Ms. Voorhees has conducted more than 400 recruitments in her management consulting career, with many of her clients being repeat clients, attesting to the high quality of work performed for them. In addition to her 17 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service, including ten years as Village Manager for the Village of Wilmette, Illinois.*



**Joellen Cademartori**  
Chief Executive Officer  
847-380-3238

[JCademartori@GovHRusa.com](mailto:JCademartori@GovHRusa.com)

*Ms. Cademartori is a seasoned manager, with expertise in public sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Cademartori has worked in forms of government ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services.*

## STATEMENT OF QUALIFICATIONS

**Unparalleled Expertise and Level of Service:** We are a leader in the field of local government recruitment and selection with experience in **41 states**, in communities ranging in population from 1,000 to 3,000,000. Since our establishment in 2009, more than 40% of our clients are repeat clients showing a high level of satisfaction with our work. We encourage you to call any of our previous clients. Surveys of our clients show that 94% rate their overall experience with our firm as **Outstanding** and indicate that they plan to use our services or highly recommend us in the future.

**Delivering the Best:** We conduct comprehensive **due diligence** on candidates. Our state-of-the-art process, includes extensive use of **social media** for candidate outreach and video interviews with potential finalist candidates, ensure a successful recruitment for your organization. Our high quality, thorough Recruitment Brochure reflects the knowledge we will have about your community and your organization and will provide important information to potential candidates. Additionally, before we recommend a candidate to you, we will have interviewed them via video, conducted reference calls, and news media and social media searches. Our knowledge of local government ensures that we can ask probing questions that will verify their expertise.

**A Partner from Start to Finish:** A typical recruitment takes between 90 to 120 days from the time you sign the contract to appointment of the finalist candidate. We are your partners in this important process. You are welcome to review all the resumes we receive, and we will share our honest assessment of the candidates. Our goal is your **complete satisfaction**. We can strategize with you on a variety of approaches for meeting your recruiting needs, including evaluation of internal candidates, identification of non-traditional candidates who meet your recruitment requirements, succession planning and mentoring options. We are committed to working with you until you find the candidate that is the best fit for your position.

**Services for Any Budget and Any Search:** We strive to meet the specific needs of our clients. We offer several options for recruitment services to meet your needs and your budget. Our services range from Full Executive Recruitments to Virtual Recruitments and even simply Professional Outreach for those who want to reach a broader network. In the following proposal, we have provided the scope we believe that best fits your needs. However, you may find all our services [here on our website](#).

Authorized to Make Representation on Behalf of GovHR:



Judith M. Schmittgens  
Corporate Secretary and Compliance Manager

## Our Team

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GovHR is a national recruiting agency with a professional network throughout the United States. Our consultants will work together to expose Novi to candidates across the country and promote the City as a great organization. GovHR also has professional consultants based in Michigan who understand Novi and the performance expectations of the community. Our lead consultant on this project, Jaymes Vettrano, was a City Manager in Oakland County and continues to live and work in the County. He brings a unique understanding of Oakland County, southeast Michigan, and the broader State issues that impact Novi. His Michigan understanding and contacts, combined with the national reach of our 32 consultants located throughout the United States provides an outstanding opportunity for Novi to recruit the best talent possible to its high performing organization.

Mr. Vettrano will be responsible for your recruitment and selection process, and he will be assisted by a home office Recruitment Coordinator and a Reference Specialist. Mr. Vettrano's biography is attached to this proposal and his contact information is:

Jaymes Vettrano, Vice President  
GovHR USA LLC  
Rochester, Michigan  
Telephone: 248-379-8923  
[jvettrano@govhrusa.com](mailto:jvettrano@govhrusa.com)

Mr. Vettrano has conducted several successful executive recruitments since joining GovHR, including City Managers for Albion, Ferndale, Hamtramck, Rochester and Troy, and the Economic Development Director for Rochester Hills.

## References

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GovHR has conducted more than 300 executive manager recruitments (City Manager, County Administrator, etc.) since the firm's inception. A list of these recruitments for the past 5 years is included with this proposal, and a complete list of clients is available on our website at [www.govhrusa.com](http://www.govhrusa.com). We would be happy to provide you with contact information for any of these clients upon request.

The following references can speak to the quality of service provided by GovHR.

**Ferndale, MI (Community & Economic Development Director, 2022) - Jaymes Vettrano**  
**(Director of Public Works, 2021) - Jaymes Vettrano**  
**(City Manager, 2019) - Jaymes Vettrano**  
Dan Jacey, Director of Human Resources  
248-546-2378  
[djacey@ferndalemi.gov](mailto:djacey@ferndalemi.gov)

**Royal Oak, MI (Finance Director, 2022) - Jaymes Vettrano**  
**(City Manager, 2020) - Jaymes Vettrano**  
**(City Attorney, 2020) - Jaymes Vettrano**



## Phase II: Advertising, Candidate Recruitment & Outreach

We make extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. In addition, our website is well known in the local government industry – we typically have 14,000+ visits monthly to our website and career center. Additionally, our weekly jobs listings are sent to over 7,000 subscribers.

Phase II will include the following:

- GovHR consultants will personally identify and contact potential candidates.
- Develop a database of potential candidates from across the country unique to the position and to the Client, focusing on:
  - Leadership and management skills
  - Size of organization
  - Experience in addressing challenges and opportunities also outlined in Phase I
  - The database will range from several hundred to thousands of names and an email blast will be sent to each potential candidate.
- Placement of the Position Announcement in appropriate professional online publications:
  - Public sector publications & websites (approximately 20 online sources)
  - Social media: LinkedIn (over 20,000 connections), Facebook, Instagram and Twitter
  - GovHR will provide you with a list of advertising options for approval

## Phase III: Candidate Evaluation & Screening

Phase III will include the following steps:

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

All résumés will be acknowledged and inquiries from candidates will be personally handled by GovHR, ensuring that the Client's process is professional and well regarded by all who participate.

## Phase IV: Presentation of Recommended Candidates

Phase IV will include the following steps:

- GovHR will prepare a Recruitment Report presenting the credentials of those candidates most qualified for the position.
- GovHR will provide an electronic recruitment portfolio which contains the candidates' materials along with a "mini" résumé for each candidate so that each candidate's credentials are presented in a uniform way.
- Client will receive a log of all applicants and may review résumés if requested.

- Report will arrive in advance of the Recruitment Report Presentation.

GovHR will spend approximately 2 hours with the Client reviewing the recruitment report and providing additional information on the candidates.

### Phase V: Interviewing Process & Background Screening

Phase V will include the following steps:

GovHR will:

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

Background screening will be conducted along with additional references contacted:

<b>GovHR USA Background Screening</b>	
<ul style="list-style-type: none"> <li>✓ Social Security Trace &amp; Verification</li> <li>✓ U.S. Federal Criminal Search</li> <li>✓ Enhanced Verified National Criminal               <ul style="list-style-type: none"> <li>- National Sex Offender Registry</li> <li>- Most Wanted Lists FBI, DEA, ATF, Interpol</li> <li>- OFAC Terrorist Database Search</li> <li>- OIG, GSA, SAM, FDA</li> <li>- All felonies and misdemeanors reported to the National Database</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>✓ County/Statewide Criminal</li> <li>✓ Civil Search</li> <li>✓ Bankruptcy, Leans and Judgements</li> <li>✓ Motor Vehicle Record</li> <li>✓ Education Verification – All Degrees Earned</li> <li><b>Optional:</b> Credit Report – Transunion with score (based on position and state laws)</li> <li><b>Optional:</b> Professional License Verification</li> <li>Drug Screen</li> <li>Employment Verification</li> </ul>

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

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

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

- Tour of Client facilities
- Interviews with senior staff



### Phase VI: Appointment of Candidate

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

## Project Timeline

Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14
Phase I		Phase II				Phase III			Phase IV	Phase V		Phase VI	

Weeks 1 & 2	Phase 1: Interviews & Brochure Development
Weeks 3 thru 6	Phase 2: Advertising, Candidate Recruitment & Outreach
Weeks 7 thru 9	Phase 3: Candidate Evaluation & Background Screening
Week 10	Phase 4: Presentation of Recommended Candidates
Week 11 & 12	Phase 5: Interview Process & Additional Background Screening
Weeks 13 & 14	Phase 6: Appointment of Candidate

## Commitment to Diversity, Equity & Inclusion in Recruitments

GovHR has a long-standing commitment to Equity, Diversity and Inclusion in all of our recruitment and selection processes. Since our firm's inception we have supported, with our time and financial resources, organizations that advance women and other underrepresented minorities in local government. These include the National Forum for Black Public Administrators, the Local Government Hispanic Network, The League of Women in Government and CivicPride.

**GovHR Team Members have moderated and spoken on DEI initiatives at the International City and County Management Association conference and state conferences in Illinois, Michigan, Wisconsin, and North Carolina.** Our employees and consultants have undergone Implicit Bias Training and we are frequent speakers on incorporating DEI values into recruitment and selection processes. We have a list of DEI resources on the front page of our website (<https://www.govhrusa.com/diversity-equity-and-inclusion-resources/>) that can be accessed by anyone who visits our website.

GovHR has formally partnered with the National Forum for Black Public Administrators' consulting arm, i4x, in several recruitment and selection processes throughout the country including Toledo, OH, Fort Collins, CO, Ann Arbor, MI, Oakland, MI and Arlington, TX. Our partnership reflects our mutual commitment to advancing DEI values and increasing the diversity of local government leaders at the highest levels of local government organizations. We can provide the City with a quote to include i4x in Novi's search and selection process, if desired.

## Price Proposal

Summary of Costs	Price
Recruitment Fee:	<b>\$19,500</b>
Recruitment Expenses: (not to exceed) Expenses include candidate due diligence efforts	<b>\$1,500</b>
Advertising: Advertising costs over \$2,500 will be placed only with client approval. If less than \$2,500, Client is billed only for actual cost.	<b>\$2,500</b>
<b>Total:</b>	<b>\$23,500*</b>

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

Possible in-person meetings could include:

1. Recruitment brochure interview process
2. Presentation of recommended candidates
3. Interview Process

Any additional consultant visits requested by the Client (beyond the three visits listed above) will be billed at \$125/hour; \$500 for a half day and \$950 for a full day. The additional visits may also result in an increase in the travel expenses and those expenses will be billed to the client.

This fee does not include travel and accommodations for candidates interviewed.

## Payment for Fees & Services

Professional fees and expenses will be invoiced as follows:

**1<sup>st</sup> Invoice upon acceptance of proposal:** 40% of the Recruitment Fee

**2<sup>nd</sup> Invoice upon recommendation of candidates:** 40% of the Recruitment Fee & expenses incurred to date

**Final Invoice upon completion:** 20% of the Recruitment Fee plus all remaining expenses

Payment of invoices is due within thirty (30) days of receipt (unless the client advises that its normal payment procedures require 60 days.)

## The GovHR Guarantee

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GovHR is committed to assisting our clients until a candidate is appointed to the position. Therefore, no additional professional fee will be incurred if the client does not make a selection from the initial group of recommended candidates and requests additional candidates be developed for interview consideration. If additional advertising beyond the Phase I advertising is requested, client will be billed for actual advertising charges. Reimbursable expenses may be incurred should the recruitment process require consultant travel to the Client.

Upon appointment of a candidate, GovHR provides the following guarantee: should the selected and appointed candidate, at the request of the Client or the employee's own determination, leave the employ of the Client within the first 12 months of appointment, we will, if desired, conduct one additional recruitment for the cost of expenses and announcements only. This request must be made within 6 months of the employee's departure.

## Optional Services

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### GovTemps USA

Need an Interim? GovTempsUSA, a subsidiary of GovHR USA, specializes in the temporary placement of positions in local government. The firm offers short-term assignments, in addition to long-term and outsourced arrangements. Our placement professionals at GovTempsUSA have typically enjoyed distinguished careers in local government and displayed a commitment to public service throughout their career.

### Recorded One-Way Video Interview of Candidates

Candidates we recommend for your consideration can complete a one-way video interview with 3 to 5 questions that will be recorded and which you can review electronically at your convenience. This can occur prior to making your decision on which candidates to invite for an interview. Cost \$100 per candidate.

### Leadership/Personality Testing

GovHR has experience working with a wide variety of leadership and personality assessment tools, depending on the qualities and experiences the client is seeking in their candidates. These include but are not limited to Luminaspark, Caliper, DISC and others. Depending on the evaluation type selected fees can range between \$100 to \$500 per candidate.

### 360° Evaluation

As a service to the Client, we offer the option to provide you with a proposal for a 360° performance evaluation for the appointed position at six months into his or her employment. This evaluation will

include seeking feedback from both elected officials and department directors, along with any other stakeholder the Client feels would be relevant and beneficial. This input will be obtained on a confidential basis with comments known only to the consultant. If you are interested in this option, GovHR will prepare a proposal for this service.

Michael Fournier, Mayor  
248-246-3463  
[ccfournier@romi.gov](mailto:ccfournier@romi.gov)

**Troy, MI (City Manager, 2018) – Heidi Voorhees & Jaymes Vettrano**  
Ethan Baker, Mayor  
248-524-3500  
[ethan.baker@troymi.gov](mailto:ethan.baker@troymi.gov)  
Lori G Bluhm, City Attorney  
[BluhmLG@troymi.gov](mailto:BluhmLG@troymi.gov)

## Project Approach and Methodology

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A typical recruitment and selection process takes approximately 175 hours to conduct. At least 50 hours of this time is administrative, including advertisement placement, reference interviews, and due diligence on candidates. We believe our experience and ability to professionally administer your recruitment will provide you with a diverse pool of highly qualified candidates for your position search. GovHR clients are informed of the progress of their recruitment throughout the entire process. We are always available by mobile phone or email should you have a question or need information about the recruitment.

### Phase I: Position Assessment, Position Announcement & Brochure

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

#### Information Gathering:

- One-on-one or group interviews with stakeholders identified by the client.
- GovHR can establish a dedicated email address for feedback from stakeholders or the community.
- Community forums (In-person or via video) can be used to gather input and feedback.
- Surveys can be used for department personnel and/or the community to gather feedback.
- Conversations/interviews with department heads.

A combination of the above items can be used to fully understand community and organizational needs and expectations for the position (this proposal includes 12 hours of meetings – additional meetings can be added for a fee of \$125/hours plus actual expenses if incurred. Dedicated email address and one organizational survey are included. Community Survey can be conducted for \$2,500. Community Forums can be conducted as an optional service.

Development of a **Position Announcement** to be placed on websites and social media.

Development of a thorough **Recruitment Brochure** for client review and approval.

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



# JAYMES VETTRAIINO



Jaymes Vettraiino is a Vice President with GovHR USA and provides municipal management consulting services to communities. His focus is on assisting with employee recruitment, classification/compensation, financial planning, operational management, human resources, community relations and economic development.

Prior to starting his consulting service, Jaymes spent 17 years as a City Manager, most recently as the City Manager of Rochester, MI. In Rochester, he had the opportunity to lead a dynamic management team to simultaneously reduce expenses and increase the level of community service during years of the "great recession." During his time as the Manager of Kutztown, PA, Jaymes had the opportunity to lead the college town in the development of its own fiber optic network and improve its relations with Kutztown University. Jaymes was also the first Manager of Pen Argyl, PA, where he led the community in creating a city manager form of government and implemented many grant funded quality of life improvement initiatives and projects.

Jaymes believes that great local communities are the foundation of our lives. Through his facilitative style and technical knowledge of local government, he excels at problem solving and consensus building.

## PROFESSIONAL EDUCATION

- Master of Business Administration in Management, Lehigh University
- Bachelor of Science in Political Science, Michigan State University, MI

## PROFESSIONAL DEVELOPMENT AND SPEAKING ENGAGEMENTS

- Assistant Professor at Rochester University, Rochester, Michigan
- Adjunct Professor at Oakland University, Rochester, MI
- Former Adjunct Professor at Alvernia College, Reading, PA

## MEMBERSHIPS AND AFFILIATIONS

- International City and County Managers Association
- Michigan Local Government Management Association
- Leadership Oakland County
- Pennsylvania Association of Municipal Managers
- American Public Power Association
- Pennsylvania Electric Association

## AWARDS

- Distinguished Faculty Award, Rochester University, 2019
- Community Advocacy Award, Rochester Regional Chamber of Commerce, 2018
- Selected as one of "Oakland County's Elite 40 under 40", 2015
- Outstanding Service Award from Michigan Municipal League, 2013

## PROFESSIONAL BACKGROUND

### *Over 17 Years in Local Government Management*

- Director of the Center for Social Engagement, Rochester University, MI 2015-Present
- City Manager, Rochester, MI 2008-2015
- Town Manager, Kutztown, PA 2003-2008
- Town Manager, Pen Argyl, PA 1998-2003







**City and County Manager Client List (2017 - Present)**

<b>STATE</b>	<b>CLIENT</b>	<b>POSITION</b>	<b>POPULATION</b>	<b>YEAR</b>
Alaska	Bethel	City Manager	6,500	2019
	Homer	City Manager (Professional Outreach)	5,300	2019
	Seward	City Manager	2,693	2019
	Unalaska	City Manager	4,768	2017
Arizona	Buckeye	City Manager	69,744	2021
Colorado	Adams County	County Manager	519,572	2022
	Eagle	Town Manager	6,739	2017
	Englewood	City Manager	34,957	2019
	Larimer County	County Manager	359,066	2022
Connecticut	Cheshire	Town Manager	29,261	2017
	East Hampton	Town Manager	13,000	2019
	Enfield	Town Manager	45,246	2018
				2021
	Manchester	General Manager	59,710	2021
	Meriden	City Manager	60,838	2018
Delaware	Newark	City Manager	33,398	2018
Florida	Escambia County	County Administrator	321,905	2022
	Lakeland	City Manager	110,000	2020
	Pinellas County	Assistant County Administrator	970,600	2020
		Deputy County Administrator/Chief of Staff	970,600	2019
	Walton County	County Administrator	75,305	2022
Georgia	Albany	City Manager	77,434	2021
	Decatur	City Manager	25,000	2018
Illinois	Barrington	Village Manager	10,455	2018
	Bloomington	City Manager	78,005	2018
	Centralia	City Manager	13,000	2020
	Crest Hill	City Administrator	21,169	2021
	Decatur	City Manager	76,178	2018
		Deputy City Manager	76,178	2019
	DeKalb	City Manager	43,849	2018
	Effingham	City Administrator	12,577	2018
	Forsyth	Village Administrator	3,490	2021
	Fox Lake	Village Administrator	10,550	2021
	Freeport	City Manager	25,000	2017
	Galesburg	City Manager	33,706	2022
	Geneseo	City Administrator (Virtual)	6,500	2019
	Greenville	City Manager	7,000	2021
	Joliet	City Manager	147,500	2017
	La Grange	Assistant Village Manager (Virtual)	15,610	2017
		Village Manager	15,610	2022

	La Grange	Village Manager	15,610	2017
	La Grange Park	Assistant Village Manager	13,579	2020
	Lake County	Assistant County Administrator	703,462	2017
		County Administrator	703,462	2019
	Lake Forest	City Manager	19,375	2018
	Lindenhurst	Village Administrator	14,468	2017
	Moline	City Administrator	43,100	2017
	Mundelein	Village Administrator	31,385	2020
	Niles	Village Manager	30,001	2021
	Normal	City Manager	54,264	2017
	North Chicago	Chief of Staff	30,020	2021
	Northbrook	Village Manager	35,000	2021
	Oak Brook	Village Manager	8,058	2021
	Oak Park	Village Manager	52,000	2021
	Orland Park	Village Manager	60,000	2019
	Palos Heights	City Administrator (Virtual)	12,480	2021
	Pingree Grove	Village Manager	10,000	2020
	Plainfield	Village Administrator	41,734	2021
	Princeton	City Manager	7,700	2019
	River Forest	Village Administrator	11,635	2021
	Rock Island	City Manager	39,684	2021
	Rock Island County	County Administrator	147,258	2017
	Savoy	Village Administrator (Virtual)	8,607	2020
	Schaumburg Township	Township Administrator (Virtual)	140,000	2021
	Shorewood	Village Administrator	17,495	2018
	Sycamore	City Manager (Professional Outreach)	18,557	2021
	Tazewell County	County Administrator	135,394	2022
	Vernon Hills	Village Manager	25,911	2021
	Villa Park	Village Manager	22,038	2022
	Washington	City Administrator	15,700	2021
	Wauconda	Village Administrator	14,125	2017
				2021
	Willowbrook	Village Administrator	8,967	2019
	Winnetka	Assistant Village Manager	12,417	2019
	Woodridge	Village Administrator	33,256	2017
Indiana	St. John	Town Manager (Professional Outreach)	18,047	2020
Iowa	Bondurant	City Administrator	5,493	2017
	Indianola	City Manager	15,833	2022
	Knoxville	City Manager	7,300	2021
	Marion	Deputy City Manager	30,000	2022
	Muscatine	City Administrator	23,819	2020
	Windsor Heights	City Administrator	4,860	2019
Kentucky	Paducah	City Manager	24,850	2021
	Paris	City Manager	9,846	2021
Maine	Bangor	City Manager	33,039	2021
Maryland	Sykesville	Town Manager	3,941	2019
	Westminster	City Administrator	18,522	2021

Massachusetts	Williamstown	Town Manager	7,806	2021	
Michigan	Adrian	City Administrator	20,676	2018	
	Albion	City Manager	8,337	2018	
	Charlotte	City Manager	9,100	2020	
	Clawson	City Manager	11,946	2021	
	Eastpointe	City Manager	32,673	2019	
	Ferndale	City Manager	20,428	2019	
	Grand Traverse County	County Administrator	90,782	2017	
	Hamtramck	City Manager	21,752	2017	
	Kalamazoo County	County Administrator	265,066	2022	
	Kent County	County Administrator/Comptroller	636,369	2017	
	Lincoln Park	City Manager	36,665	2019	
	Oakland Township	Township Manager	19,132	2018	
	Ottawa County	County Administrator	296,200	2021	
	Rochester	City Manager	13,017	2022	
	Royal Oak	City Manager	59,112	2020	
	Royal Oak Township	Township Manager	2,600	2021	
	Troy	City Manager	83,181	2018	
Minnesota	Becker	City Administrator	4,874	2021	
	Hibbing	City Administrator	15,855	2021	
	Minnetonka	City Manager	53,953	2022	
	St. Louis Park	City Manager	48,662	2021	
	Waconia	City Administrator	13,500	2021	
Missouri	Ballwin	City Administrator	30,181	2020	
	Cape Girardeau	City Manager	38,000	2020	
	South Lyon	City Manager	11,327	2018	
	University City	City Manager	35,172	2017	
	Warrensburg	City Manager	20,200	2021	
	Webster Groves	City Manager	22,800	2020	
	Wildwood	City Manager	35,524	2019	
	Nevada	Boulder City	City Manager	16,207	2021
New Hampshire	Portsmouth	City Manager	21,796	2019	
New York	Long Beach	Deputy City Manager (Virtual)	33,275	2021	
				2022	
		Mamaroneck (Town)	Town Administrator	29,156	2021
		Mamaroneck (Village)	Village Manager	19,426	2018
		Scarsdale	Village Manager	17,837	2021
North Carolina	Cumberland County	County Manager	336,000	2022	
North Dakota	Minot	City Manager	45,700	2020	
Pennsylvania	Centre County	County Administrator	158,172	2022	
	Ferguson Township	Township Manager	18,300	2017	
				2022	
	South Fayette Township	Township Manager	14,416	2018	
South Carolina	Beaufort County	County Administrator	192,122	2018	
Texas	Burleson	City Manager	43,960	2018	
	Missouri City	City Manager	74,139	2021	
Vermont	Winooski	City Manager	7,997	2022	



Virginia	Chesapeake	City Manager	245,000	2019
	Portsmouth	City Manager	96,000	2020
	Salem	City Manager	25,643	2019
	Virginia Beach	City Manager	442,707	2019
Washington	Burien	City Manager	52,066	2022
	Duvall	City Administrator (POS)	8,090	2021
West Virginia	Bridgeport	City Manager	8,582	2019
				2021
		County Manager/Administrative		
Wisconsin	Adams County	Coordinator	20,220	2021
	Baraboo	City Administrator	12,048	2019
	Bayside	Assistant Village Manager	4,400	2019
	Beaver Dam	City Administrator	16,291	2021
	Bellevue	Village Administrator	15,524	2018
	Beloit (Town)	Town Administrator	7,083	2020
	Franklin	Director of Administration	36,155	2019
	Harrison	Village Manager	13,185	2021
	Monroe	City Administrator	10,827	2020
	Plymouth	City Administrator/Utilities Manager	8,540	2020
	Prairie du Chien	City Administrator	5,900	2017
	Rhineland	City Administrator	7,800	2018
	Shorewood	Village Manager	13,331	2017
	Whitewater	City Manager	14,300	2022

***THE CITY OF NOVI, MICHIGAN***

*Executive Search Services for Position of*

**City Manager**

RFP - 102522 Executive Search Services

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*Prepared by Robert E. Slavin on November 7, 2022*



**SLAVIN MANAGEMENT**  
**CONSULTANTS**

3040 Holcomb Bridge Rd. Suite A-1 • Norcross, Georgia 30071 • (770) 449-4656 • FAX (770) 416-0848 • E-mail: [slavin@bellsouth.net](mailto:slavin@bellsouth.net)

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

With an affiliates in Burlington, NC; Cincinnati, OH; Louisville, KY; Manteca, CA and Mesa, AZ







November 7, 2022

Tia Gronlund-Fox  
Director of Human Resources  
City of Novi  
45175 Ten Mile Road  
Novi, Michigan 48375

Re: RFP - 102522 Executive Search Services for Position of City Manager

Dear Tia Gronlund-Fox:

What follows is a proposal from Slavin Management Consultants (SMC) to conduct an executive search for Novi's next City Manager. The purpose of this project is to help the City Council to develop and agree to a comprehensive position profile for City Manager and then to identify, recruit and present outstanding candidates who meet these criteria. Once the profile has been approved by the City, SMC will have no difficulty identifying quality prospective candidates and becoming immediately productive. It is normal for an City Manager search to take between sixty and ninety days to complete.

SMC is a national firm, based in Norcross, Georgia for easy access to Atlanta's Hartsfield - Jackson International Airport - the world's busiest airport. We have affiliates in Burlington, NC; Cincinnati, OH; Lexington, KY; Manteca, CA and Mesa, AZ.

As a high quality, independent management consulting firm, Slavin Management Consultants is most capable and interested in providing these services to the City. Over the years we have recruited more than 850 local government executives including many in Michigan. Our past Michigan clients include Ann Arbor, Auburn Hills, Bay City, Cass County, Grand Rapids, Kalamazoo, Kalamazoo County, Kent County, Lapeer, Menominee, Novi, Portage, Saginaw, Traverse City, Washtenaw County and Ypsilanti.

Detailed information about our executive recruitment process is provided in this proposal. Our highly successful system is data driven by a comprehensive set of criteria established by our clients with our assistance. This system has resulted in placements who are not only technically qualified but who fit well into the organizational culture of our clients. The tenure of the average city administrator in the United States is about five years. We are proud that the average tenure of our placements is more

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than eight years.

This proposal commits the highest level of our firm's resources. Bob Slavin will manage and serve as the lead consultant for the project. He is the owner and president of SMC and is among the most experienced recruiters of governmental managers in the nation. Mr. Slavin has a strong and proven commitment to providing exceptional recruitment services to public agencies and has received many accolades supporting his work. *He has the authority to bind the corporation.* Dave Krings will serve as Mr. Slavin's primary project consultant. Mr. Krings is a former Hamilton County, OH and Peoria County, IL Administrator and a past ICMA President and Board Member. Ms. Randi Frank will assist Mr. Slavin and Mr. Krings with the project. All proposed team members are highly experienced human resources consultants.

Thank you for the opportunity to submit this proposal. We look forward to working with Novi City on this critical and highly challenging project. If you have questions concerning this proposal, please contact me at (770) 449-4656.

Very truly yours,

**SLAVIN MANAGEMENT CONSULTANTS**

A handwritten signature in cursive script that reads "Robert E. Slavin".

Robert E. Slavin, President



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### **EXHIBITS**

Sample Recruitment Profile  
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EEO Statement  
SMC Sexual Harassment Policy  
Minority and Female Placements



## **BUSINESS ORGANIZATION**

### **ROBERT E. SLAVIN, INC. (DBA Slavin Management Consultants)**

#### **Robert E. Slavin, President**

Slavin Management Consultants

3040 Holcomb Bridge Road, A1

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Cell: (678) 296-2037

[slavin@bellsouth.net](mailto:slavin@bellsouth.net)

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#### **David Krings, Midwest Regional Manager**

Slavin Management Consultants

3053 Williams Creek Drive

Cincinnati, OH 45244-3257

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[Dkrings@cinci.rr.com](mailto:Dkrings@cinci.rr.com)

Robert E. Slavin, Inc. is a Georgia corporation.

Robert E. Slavin, Inc. is authorized to do business in Michigan. Our Michigan ID Number is 60725R



## RECOMMENDATION/METHODOLOGY

We recommend a five-step process as follows:

- Define job qualifications and requirements for the City Manager position — the "recruitment profile."
- Identify and recruit qualified candidates.
- Evaluate prospective candidates.
- Make recommendations, help in selection and facilitate employment.
- Establish evaluation criteria and follow-up.

Each step of this process is described below.

### **A. Develop Position Profile**

We will meet individually with City Council members and with others of the City Council's choosing possibly including City department heads and external stakeholders to learn the City's needs, focus and requirements such as experience, education and training as well as preferred management style and personal traits. In developing the recruitment profile, we will spend a considerable amount of time at the beginning of the process in Novi to gather information about the City and to ascertain, the unique challenges of the job and the general environment within which the position functions.

Once we have gained the necessary information, we will prepare a draft recruitment profile and review it with the City to arrive at a general agreement regarding the specifications for the position. The final profile will include information about the Oakland County region, the City of Novi, the City government, major issues to be faced, the position and the selection criteria established.

### **B. Identify Qualified Candidates**

We will first review our database to find those candidates whom we may already know and/or already have on file who may meet your specifications. Although the above process is valuable, we will rely most heavily on our own contacts in related fields and on our own experience. In other words through direct contact networking we will conduct a professional search to locate and attract the best-qualified candidates and invite them to apply for the position. In this effort, we utilize appropriate professional social media platforms, organizations and websites, our established contacts and our knowledge of quality jurisdictions and their employees.

We will prepare classified advertisements and develop a targeted advertising program utilizing professional publications and websites. SMC will place these announcements and will acknowledge all resumes received and thoroughly screen all potential candidates.

### **C. Evaluate Prospective Candidates**

#### ***Preliminary Screening and Progress Report***

Criteria for the preliminary screening will be contained in the approved recruitment profile. They will include such items as education, technical knowledge, experience, accomplishments, management style, personal traits, etc. Screening of candidates against those criteria will be based on data contained in the resume and other data provided by the candidates and on our knowledge of the organizations in which they work. At this stage, each must meet the minimum qualifications specified in the recruitment profile.

We request that all candidates provide us, in writing, substantial information about their accomplishments and their management style and philosophy. This information is verified and will be further tested by having the finalists respond to a supplemental questionnaire and/or complete management and leadership style inventories. We interpret these instruments for the City as well.

We will meet with the City Council to provide a progress report on a number of semifinalist candidates. These individuals will be top prospects who clearly meet the City's specifications for the position. With guidance from the City Council, we will narrow the semifinalist candidate group on the basis of refined criteria. During this meeting we will determine the City Council's expectations relative to the components and scheduling of the finalist candidate interview process.

#### **D. Selection and Employment**

##### ***In-depth Screening and Final Report***

At this point, we will interview those semifinalist candidates whom the City Council is most interested in. Proper "fit" is as important as technical ability. We assess both. In order to better assess candidates' management style and interpersonal characteristics, ***we personally interview*** each in his or her present work environment. We will closely examine each candidate's experience, qualifications, achievements, management style and interpersonal skills in view of the selection criteria and our professional expertise in evaluating the quality of such qualifications, skills and achievements.

We conduct in-depth background checks on those individuals who continue to demonstrate their overall suitability for the position. Included are detailed and extensive reference checks which cover a minimum period of ten years. In conducting these, it is our practice to speak directly to individuals who are now or have been in positions to evaluate the candidate's job performance. We ask each candidate to provide us with a large number of references. We then network these references to other persons who know the candidate. In this way, we thoroughly evaluate each candidate. These references and evaluations are combined to provide frank and objective appraisals of the top candidates.

As part of our evaluation process we conduct credit checks and verify undergraduate and graduate college degrees. We also conduct national and local criminal history, social security, sex offender, civil court records, driving record and internet checks. At the City's option, candidate fitness may be further explored by having finalist candidates complete management and leadership style inventories. These optional items may result in extra cost.

We will then meet with the City Council to present a group of well-qualified finalist candidates for interviews in Novi City. These final candidates will not be ranked. At this point, they will all be qualified and it should then be a matter of chemistry between the candidates and City representatives that should produce the final selection decision.

Our final report will be presented in a meeting with the City Council. This written report is a comprehensive document. It contains our candidate recommendations, details about the search, interview tips, interview questions, candidate evaluation forms and information about legal vs. illegal inquiries. The report also includes the candidate interview schedule as well as our recommendations relative to timing, sequencing, location, setting, format, and conduct of interviews. The report contains information about each recommended candidate. This includes educational and experience information, an evaluation of the candidate's experience relative to the criteria established by the City, a summary of reference comments and a statement of accomplishments and management style prepared by the candidate. Compensation expectations are provided for each recommended candidate.

We will provide information about trends in employment, employment contracts and agreements, relocation expenses, perquisites, appropriate roles for spouses, receptions, etc. We arrange schedules

for top candidate interviews with the City and we will coordinate the entire process.

We will properly handle any and all media relations. Unless otherwise directed, it is our standard practice to tell the media that we are working on behalf of the City of and that any public statement should come from the City directly. Under no conditions will we release information to the media unless specifically directed by the City to do so.

We will notify all unsuccessful candidates of the final decision reached. We will continue to work for the City until a suitable candidate is recruited and hired by the City.

**E. Establish Evaluation Criteria**

Once the new City Manager has been on board for 30 days or so, we will conduct a session with the City Council and the new City Manager to establish mutual performance criteria and goals for the position.

**F. Follow-up**

We will follow-up with the City Council and the new City Manager during the first year and assist in making any adjustments that may be necessary.

**G. Reporting**

We will keep the City Council informed, involved in decisions and involved in the search process. We will provide frequent progress reports to the City.

**H. Deliverables**

Deliverables include the recruitment profile (draft and final), the advertisement (draft and final), the progress report, the final report with interview tips, interview schedule, interview questions, candidate resumes, candidate evaluations, candidate writing samples, rating sheets, ranking forms, tabulation forms, an appropriate/inappropriate question list and the outline of a negotiated employment agreement with the selected candidate.

**I. Guarantees**

SMC provides a comprehensive set of assurances and guarantees to our executive recruitment clients that include:

- We are committed to excellence. We guarantee the highest quality of work and its success in your environment. To accomplish this, we will continue to work with the City until the City Council is satisfied with the candidates and a satisfactory candidate is selected and accepts employment.
- We guarantee our work and will redo the search if the position is vacated, for any reason, within two years of the employment date of a candidate selected through our efforts.
- We will never actively recruit any *candidate who we have placed* nor will we actively recruit any *employee* from a client organization for at least two years from the completion date of an assignment.

**J. Proposed Time Line**

The search process normally takes between sixty (60) and ninety (90) days to complete and typically follows the following pattern:

STEPS		DAYS			
		1-30	30-45	45-60	60-360
1.	DEVELOP SEARCH PROCESS, RECRUITMENT PROFILE AND ADVERTISING PROGRAM FOR City APPROVAL	✓			
2.	IDENTIFY QUALIFIED CANDIDATES, REVIEW DATA BASE, NETWORK, RECEIVE AND REVIEW RESUMES	✓	✓		
3.	SCREEN & EVALUATE PROSPECTIVE CANDIDATES		✓		
4.	PROGRESS MEETING AND REPORT		✓		
5.	INTERVIEW AND EVALUATE PROSPECTIVE CANDIDATES		✓	✓	
6.	SUBMIT FINAL REPORT AND RECOMMENDATIONS, ASSIST IN SELECTION, FACILITATE EMPLOYMENT			✓	
7.	ESTABLISH EVALUATION CRITERIA AND FOLLOW-UP				✓

Approximately twelve semifinalist candidates are presented to the City at the progress meetings. Generally, about five finalist candidates are presented for interviews with the City.

*According to the International City/County Management Association, the average tenure of a city/county manager is approximately five years. The average tenure of local government chief executives placed by Slavin Management Consultants exceeds eight years.*

*SMC is an equal opportunity employer and recruiter, and will not discriminate against any employee or applicant for employment because of race, religion, creed, color, sex, sexual orientation, disability or national origin.*

**K. SMC Partial List of Recent Chief Executive Placements**

CLIENT	POP	SEARCH FOR	START DATE	FINISH DATE	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Buncombe County, NC	260,000	County Manager	10/29/18	1/7/19	Slavin/ Libscomb	Chair Brownie Newman (828) 243-0107 newman@buncombecounty.org
Citrus County, FL	155,800	County Manager	7/20/22	10/18/22	Slavin/Trager	June Randall, H/R Director (352) 527-5372 june.randall@citrusbocc.com
Corpus Christi, TX	285,000	City Manager	12/13/18	4/10/19	Slavin/ Wenbert	Mayor Paulette M. Guajardo (361) 826-3100 paulette.guajardo@cctexas.com
Corinth, TX	20,600	City Manager	7/11/22	8/30/22	Slavin/ Krings	Guadalupe Ruiz Human Resources Director (940) 498-3277 gruiz@cityofcorinth.com

CLIENT	POP	SEARCH FOR	START DATE	FINISH DATE	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Danville, KY	17,000	City Manager	9/16/20	11/30/20	Slavin/Frank	Mayor Mike Perros (859) 238-1200 mayor@danvilleky.org
Daytona Beach, FL	68,900	City Manager	12/08/20	03/12/21	Slavin/Lipscomb	James Sexton (386) 671-8200 sextorj@codb.us
Dothan, AL	68,500	City Manager	9/12/18	3/21/19	Slavin	Mayor Mark Saliba (334) 615-3110 mayor@dothan.pog
Durango, CO	19,071	City Manager	2/4/20	7/3/20	Slavin/ Krings	Mayor Kim Baxter (970) 375-5005 kimbaxter@durangogov.org
Evans, CO	21,400	City Manager	10/4/16	1/20/17	Slavin/ Wenbert	Julie Roeder H/R & Risk Mgmt Dir (970) 475-1138 jroeder@evanscolorado.gov
Georgetown, SC	10,000	City Administrator	3/14/19	5/31/19	Slavin	Mayor Carol Jayroe (843) 545-4175 cjayroe@cogsc.com
Georgetown County, SC	61,000	County Administrator	11/22/19	3/11/20	Slavin/Lipscomb	Board Chair John Thomas (843) 327-3718 johnthomas@gtcounty.org
Greenville, NC	84,500	City Manager	3/15/17	6/11/17	Slavin	Mayor PJ Connelly (252) 329-4419 amthomas@greenvillenc.gov
Harnett County, NC	133,568	County Manager	9/15/21	11/22/21	Slavin/Lipscomb	Chair Lewis Weatherspoon (919) 306-2900 Lweatherspoon@harnett.org
Kettering, OH	57,862	City Manager	8/16/22	10/15/22	Slavin/Krings	Jenny Smith, H/R Director (937) 296-2446
Laredo, TX	250,000	City Manager	11/21/19	4/14/20	Slavin/Krings	Carolina "Carol" Thurkettle Talent Management Admr (956) 791-7412 cthurkettl@ci.laredo.tx.us
Lubbock, TX	340,000	City Manager	7/18/16	10/28/16	Slavin/ Wenbert	Mayor Dan Pope (806) 775-2010 dpope@mylubbock.us
Maplewood, MO	8,100	City Manager	3/15/21	6/14/21	Slavin	Mayor Nikylan Knapper (314) 325-9033 n-knapper@city of maplewood.com
Mount Dora, FL	12,500	City Manager	7/13/21	9/14/21	Slavin	Sharon Kraynik Human Resources Dir Ph: (352) 735-7175 krayniks@ci.mount-dora.fl.us
Mount Rainier, MD	8,100	City Manager	3/04/21	7/08/21	Slavin	Mayor Celina Benitz (301) 985-6585 mayorbenitez@mountrainiermd.org



CLIENT	POP	SEARCH FOR	START DATE	FINISH DATE	STAFF ASSIGNED (Mgr/Asst)	Contact Information
Metro/Plan Orlando	3-County MPO	Executive Director	3/23/18	6/1/18	Slavin	Mr. Jason S. Loschiavo, CPA Director of Finance & Admin MetroPlan Orlando (407) 481-5672 Ext. 310 jloschiavo@metroplanorlando.org
Metropolitan Washington COG (D.C.)	Regional COG & MPO	Chief Financial Officer	3/23/19	9/20/19	Slavin/Frank	Mr. Chuck Bean, Executive Director (202) 962-3214 cbean@mwcog.org
Quitman, GA	3,703	City Manager	3/17/21	8/03/21	Slavin/Lipscomb	Mayor Zinda McDaniel zmcdaniel@quitmanga.gov (229) 263-4166 zmcdaniel@quitmanga.gov
Volusia County, FL	550,000	Deputy County Manager	3/18/19	7/21/19	Slavin/Lipscomb	Mr. George Recktenwald County Manager (386) 736-5920 grecktenwald@volusia.org

## PROJECT STAFFING

This proposal commits the highest level of our firm's resources. Robert E. Slavin is the owner and president of SMC and is among the most experienced recruiters of governmental managers in the nation. He has a strong and proven commitment to providing exceptional recruitment services to public agencies and has received many accolades supporting this work.

Mr. Krings is a former Hamilton County, OH and Peoria County, IL Administrator and a past ICMA President and Board Member.

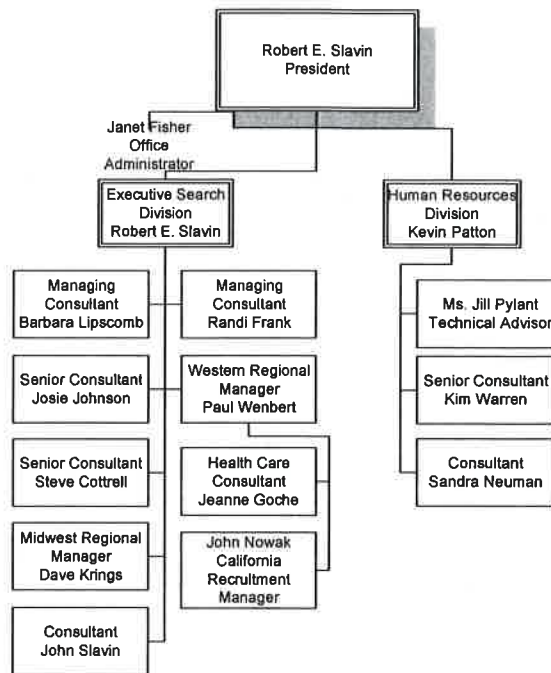
Mr. Slavin will manage and serve as the lead consultant for this project. Dave Krings will serve as a senior project consultant to Mr. Slavin. As such, he will partner with Mr. Slavin in all aspects of the project. Including attending onsite project meetings, assisting in developing the all recruitment materials, networking for candidates, candidate evaluation and conducting site visits with leading candidates. Ms. Frank will assist Mr. Slavin and Mr. Krings as needed.

### Staff Resumes

#### **Robert E. Slavin, President**

Mr. Slavin is a pioneer in public sector and nonprofit executive search. He is among the best known and respected professional recruiters in the business. He is a frequent speaker before professional groups

## Slavin Management Consultants





and he has written several articles for professional journals concerning governmental management. By special invitation, Mr. Slavin assisted the United States Office of Personnel Management to define and set up the Senior Executive Service for the Federal Government.

Mr. Slavin began his local government career in 1967. His experience includes twelve years working directly for local governments and it includes seven years as a principal consultant with the government search practice of Korn/Ferry International, the largest private sector search firm in the world. He headed the local government search practices for Mercer/Slavin, Incorporated, Mercer, Slavin & Nevins and Slavin, Nevins and Associates, Inc. Mr. Slavin now heads the executive search practice for Slavin Management Consultants. Clients include state and local governments, nonprofit and private sector businesses all over the United States. His experience includes search assignments for the 1984 Los Angeles Olympic's Organizing Committee.

Mr. Slavin's experience and qualifications include organizational analysis, classification and compensation studies, and assessment centers and human resource's systems studies.

Before being invited to join Korn/Ferry International, Mr. Slavin served as Assistant City Manager/Director of Human Resources for the City of Beverly Hills, California.

While at Beverly Hills, Mr. Slavin conducted many executive level recruitment assignments involving nationwide search and placement. Before joining the City of Beverly Hills, Mr. Slavin was the Assistant Personnel Director for the City of San Leandro, California.

Before San Leandro, Mr. Slavin was on the personnel staff of Santa Clara County, California. His assignments included recruitment, classification and selection for the County's Health Department, Medical Center, Transportation Agency, Sheriff's Office, Superintendent of Schools, Fire Marshall, Assessor's Office, Library System and County Recorder's Office.

Mr. Slavin received his Bachelor of Science degree in Political Science from the University of Santa Clara, and has completed the graduate course work for a Master's degree in Public Administration at California State University at Hayward. He is a Certified Professional Consultant to Management by the National Bureau of Certified Consultants.

#### **Organizations**

- International City/County Management Association
- American Society for Public Administration
- International Personnel Management Association
- IPMA - Human Relations Commission
- IPMA - Publications Review Committee
- Society for Human Resource Management
- Southern California Public Labor Relations Council
- Southern California Municipal Assistants
- Bay Area Salary Survey Committee

#### ***David Krings, ICMA-CM, SMC Midwest Regional Manager***

Mr. Krings has more than 45 years of experience at the top levels of state, county, and municipal governments. He is internationally recognized as a state and local government management practitioner and consultant. Mr. Krings has been on the professional staff of governors in both Kansas and Arkansas. He served as the County Administrator in Peoria County, (Peoria) Illinois and Hamilton County, (Cincinnati) Ohio. Both Hamilton County and Peoria County received national recognition for innovative,

quality management during Mr. Krings' tenure. Mr. Krings also served as the Assistant Executive Director for Ramsey County (St. Paul) Minnesota.

Mr. Krings has an M.A. in Public Policy and Administration from the University of Wisconsin-Madison and a BA from Carroll College (Waukesha, Wisconsin). He has also studied at schools in Denmark and Mexico.

In 2005 Mr. Krings began his encore career, still in public service, but in a much broader capacity than in prior years. He was the part-time Administrator of Lockland, Ohio. He served as the part-time Advisor to the Mayor in Newtown, Ohio. He has had scores of consulting engagements with local jurisdictions and not-for-profits (largely through TechSolve, a not-for-profit consulting firm). He has been certified as a local government expert in litigation involving local governments.

Highlights from Mr. Krings' 13 years as Hamilton County Administrator include:

- Responsible for \$2.3 billion total budget;
- Oversaw more than \$1 billion in development of Cincinnati riverfront including construction of a new NFL football stadium and a MLB baseball park;
- Developed small, minority, and female business development program;
- Governing Magazine and Syracuse University gave Hamilton County fourth highest grade among America's large urban counties for overall management;
- Gold Seal for Good E-Governance from National Academy of Public Administration;
- Top rated web site from National Association of Counties;
- Numerous Government Finance Officers Association of United States and Canada awards for Distinguished Budget Presentation; and
- ICMA Center for Performance Measurement Certificate of Distinction;

### ***Organizations***

- International City/County Management Association (ICMA) -Past President and Board Member
- National Association of County Administrators (NACA)-Past President and Board Member
- First person to be President of both ICMA and NACA
- Recipient of American Society for Public Administration Chapter Good Government Award
- Former adjunct professor for University of Cincinnati and faculty member of University of Illinois Community Information and Education Service

### **Randi Frank, Managing Consultant**

Ms. Randi Frank is an independent local government human resources consultant based in Louisville, KY. She has additional offices in Connecticut and is a long time affiliate of Slavin Management Consultants. Her varied background includes more than thirty-five years of experience working with and for governments. She now has seventeen (17) years of executive search consulting experience combined with thirteen (13) years of experience working directly for government. Ms. Frank's experience includes federal, county, and municipal assignments.

As an Assistant Town Manager, Ms. Frank oversaw human resources, risk management, purchasing, grants and project management. Earlier, she served as a budget/management analyst, a research associate and as a consultant to governments located in the Northeast, Mid-Atlantic and the Western regions of the United States.

Ms. Frank holds a Master's degree in Public Administration from the University of Southern California and a Bachelor's degree in Urban Affairs from the University of Rhode Island. She is certified as a professional risk manager by the Insurance Institute of America and owns a certified woman owned business in Connecticut and is working on becoming certified in Kentucky.

Ms. Frank's offers first hand experience and in-depth knowledge in a wide-variety of fields and expertise in several areas including risk management, grantsmanship, recycling, general management and purchasing.

Within the last five years, Ms. Frank has placed and/or assisted in placing municipal chief executives in Norwich, CT; Groton, CT; Granby, CT Bloomfield, CT; Worcester, MA; Mansfield, MA; Windham, CT; Newark, DE and Prince William County, VA. During this time she has also placed police chiefs, fire chiefs, finance directors, human resources directors, development directors, engineering managers, executive directors of regional authorities, and an airport manager.

### **Organizations**

- International City Management Association – Member & Conference Fellow
- Kentucky City & County Managers Association - KCCMA
- Connecticut Town & City Manager's Association – Member & Past Board Member
- International Personnel Management Association -KY Chapter, Past CT Chapter
- NPELRA -National Public Employers Labor Relations Association
- Kentucky Public Human Resources Association - KPHRA
- CT PRIMA (Public Risk & Insurance Management Assoc.) - Past President, Secretary-Treasurer
- Truman Scholar & Member of Truman Scholarship Association

### **REFERENCES**

**Nick Bubb**  
Department of Administration  
Special Assistant to the Director  
Dane County  
City-County Building, Room 425  
210 Martin Luther King, Jr. Blvd.  
Madison, WI 53703  
Phone: (608) 266-8477  
Human Services Director Search (2018)  
[bubb.nicholas@countyofdane.com](mailto:bubb.nicholas@countyofdane.com)

**Mayor Nikylan Knapper**  
City of Maplewood  
7601 Manchester Road  
Maplewood, MO 63143  
City Manager Search (2021)  
(314) 325-9033  
[n-knapper@cityofmaplewood.com](mailto:n-knapper@cityofmaplewood.com)

**Randall Skender**  
Director of Administration  
Greater Peoria Sanitary District  
2322 S. Darst Street  
Peoria, IL 61607  
(309) 272-4802  
Executive Director Search (2017)

[rskender@gpsd.org](mailto:rskender@gpsd.org)

**Mayor Peggy Lehner**  
City of Kettering, Ohio  
City Hall  
36 Shroyer Road  
Kettering, OH 45429  
Phone: 937-477-7640  
City Manager Search (2022)  
[peggy.lehner@ketteringoh.org](mailto:peggy.lehner@ketteringoh.org)

**Mayor Diane Wolfe Marlin**  
City of Urbana  
400 South Vine Street  
Urbana, IL 61801  
(217) 384-2451  
City Administrator Search (2018)  
[dwmarlin@urbanaininois.us](mailto:dwmarlin@urbanaininois.us)

**Mayor Patricia Randall**  
City of Portage  
7900 South Westnedge Avenue  
Portage, MI 49002  
Phone: (269) 329-4533  
City Manager Search (2014)  
Email: [patricia.randall@portagemi.gov](mailto:patricia.randall@portagemi.gov)

## PRICING METHODOLOGY

### Professional Fees

Our fees are based on a rate schedule that reflects the experience of the individual assigned. We use a flat fee rate schedule. Therefore, there are no project limitations based on annual salary. For this assignment we are proposing to use only consultants who have specific experience on similar assignments for other clients. We will use senior consultants where appropriate and to reduce the overall cost. We will use staff consultants when feasible. The following tables show the level of involvement by project step and cost.

PROJECT COSTS					
STEPS	ASSIGNED HOURS (Approximate)			RATE (Hr)	FEES
	Project Manager	Consultant	Total		
1. Project Planning/Develop Position Profile/Prepare Advertising	32		32	80	\$2,560
2. Identify & Recruit Candidate/ Acknowledge Resumes	32		32	80	\$2,560
		35	35	35	\$1,225
3. Preliminary Candidate Screening	16		16	80	\$1,280
		4	4	35	\$140
4. Progress Report to City/Reduce Candidate Pool	8		8	80	\$640
		8	8	35	\$280
5. In-depth Candidate Evaluation (Includes on-site consultant interviews with semi- finalist candidates)	40		40	80	\$3,200
		16	16	35	\$560
6. Arrange for & Schedule Final Interviews	4		4	80	\$320
7. Prepare Final Report with Interview Questions and Selection Criteria	10		10	80	\$800
		16	16	35	\$560
8. Present Final Report and Attend Interviews	12		12	80	\$960
9. Assist in Employee Selection	2		2	80	\$160
10. Negotiate Employment Agreement	6		6	80	\$480
11. Establish Performance Goals	6		6	No Charge	\$0
12. Follow-up	4		4	No Charge	\$0
<b>TOTAL HOURS</b>	172	79	251		
<b>TOTAL PROFESSIONAL FEE</b>					<b>\$15,725</b>

### Expenses (Not-to-Exceed)

**Consultant Travel Costs:** The client pays direct cost for all necessary consultant travel using coach or, when available, lower air rates, corporate hotel rates at moderately priced properties (Holiday Inn or

equivalent), rental cars, using the corporate discount and normal meals. Our client controls these costs in the following ways: (1) when appropriate, consultants will accomplish multiple purposes when traveling and will allocate costs to multiple clients; (2) the client pre-approves all work plans including all consultant (and candidate) travel.

**Office Costs Include:** Telephone (\$350 flat fee, billed in two installments), FAX, postage, messenger, copier, and clerical costs.

**Consultant travel, classified advertising and office costs** to support the executive search project described in this proposal **will not exceed 55%** of the professional fee **(\$8,648.75)**. Therefore the total not-to-exceed cost the City will be **\$24,375.75**.

**The costs for final candidates to travel to Novi** for interviews are not covered by this proposal. These costs vary widely and are impossible to anticipate at the beginning of a search. Candidate travel expenses are typically paid by the City on a reimbursement basis, directly to the candidates, and controlled through the City's prior approval of the finalist candidates.

Should the City's needs result in additional project scope that significantly increases costs it may be necessary to increase the expense budget for the project.

Your liability to Slavin Management Consultants for services rendered under this agreement will not exceed the agreed upon price unless an increase is authorized by you in writing.

We will submit monthly invoices for fees and expenses. It is our practice to bill 30% at the start of the searches, 30% at the end of thirty days, 30% at the end of sixty days, and the remaining 10% shortly after the time the new City Manager accepts employment with the City. Each invoice will be payable upon receipt for professional services. SMC does not provide discounts.

Expenses will be billed in addition and shown as a separate figure. Attached is a pro-forma invoice showing the level of accounting detail we will provide.

Expenses will be billed in addition and shown as a separate figure. Attached is a pro-forma invoice showing the level of accounting detail we will provide.

We will comply with all applicable laws, rules, and regulations of federal, state, and local government entities.

Our ability to carry out the work required will be heavily dependent upon our experience in providing similar services to others, and we expect to continue such work in the future. We will, to the degree possible, preserve the confidential nature of any information received from you or developed during the work in accordance with our professional standards.

We assure you that we will devote our best efforts to carrying out this engagement. The results obtained, our recommendations, and any written material provided by us will represent our best judgment based on the information available to us. Our liability, if any, will not be greater than the amount paid to us for the services rendered.

This proposal constitutes the agreement between us. It cannot be modified except in writing by both parties. Our agreement will be interpreted according to the laws of the State of Michigan.

**AGREEMENT FOR SERVICES**

This proposal is presented for Slavin Management Consultants by:

**SIGNATURE:** Robert E. Slavin

**NAME:** Robert E. Slavin

**TITLE:** President

**DATE:** November 2, 2022

This proposal is accepted for the City of Novi, Michigan by:

**SIGNATURE:** \_\_\_\_\_

**NAME:** \_\_\_\_\_

**TITLE:** \_\_\_\_\_

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





# EXHIBITS





 **KETTERING**  
*is home to*

Excellent Volunteers

Hometown Heroes

Summer's Best Music

Thriving Businesses

Exceptional Schools

Beautiful Neighborhoods



RECRUITMENT ANNOUNCEMENT  
**CITY MANAGER**  
CITY OF KETTERING, OHIO

# CITY OF KETTERING, OHIO

## COMMUNITY BACKGROUND



### KETTERING IS HOME

Kettering, Ohio, is a progressive, innovative city known for its outstanding amenities. Kettering is home to beautiful neighborhoods and green spaces, as well as flourishing businesses. The city is perfectly situated near metropolitan Dayton.

Approximately 18.7 square miles and home to 57,862 people, Kettering is the second-largest city in Montgomery County. Residents enjoy world-class performers at Kettering's very own Frazee Pavilion each summer, along with 21 parks and countless community-engaging events throughout the year. Kettering has been recognized regionally as a "Best Place in the Dayton Area to Raise a Family" and nationally as one of Money Magazine's "Best Places to Live in America."

Kettering offers its residents a strong quality of life, friendly neighborhoods and world renowned cultural arts opportunities in a safe and peaceful environment. Residents are proud to call Kettering home and are extremely supportive of the school system and local government. The City is also known as the "City of Volunteers". The City utilizes more than 1,000 volunteers who serve the City in nationally recognized programs such as "Cities of Service" and "Make a Difference Day." The City's Volunteer program received national recognition with the 2013 USA Magazine "Make a Difference Day" award. Kettering is a known leader in municipal innovations, including redevelopment, fiber ring development and Wi-Fi deployment.

Kettering has long been recognized as a premier community and bears the name of the progressive inventor Charles F. Kettering, who held more than 185 patents. Kettering Health is the community's largest

employer and provides concierge care resources for every stage of life and need. The city is home to incredibly diverse businesses including health care, manufacturing and worldwide distribution.

The City of Kettering does all that it can to bolster local economic development including phenomenal redevelopment projects. The Kettering Business Park is a prime example as City officials transformed a dated military base into a beautiful, innovative business park complete with modern communications, utilities and new roadways. Miami Valley Research Park and Governor's Place are also shining examples of the City's ingenuity and desire to offer exceptional opportunities for new and existing businesses. Kettering's diverse and sound economic base provides the foundation for the present and future stability of the city. The city's continued economic vitality is the result of quality development, strategic planning and aggressive efforts to attract and retain high-quality commercial development.

Kettering offers a successful mixture of commercial and residential development; and, in many instances, the two work in tandem to create a vibrant community. Businesses range from small locally-owned shops and award-winning restaurants to large corporations such as Amazon, Kodak, Reynolds and Reynolds, and Limited Brands. Kettering is also home to a number of progressive companies including Community Tissue Services, Life Connection of Ohio and Alternate Health Solutions. Nearby Wright-Patterson Air Force Base employs more than 20,000 professionals, making it one of the largest U.S. Air Force bases in the country and one of the region's leading employers.

Kettering is also well known for its quality school system offering a diverse range of academic and extracurricular opportunities. Kettering Fairmont High School is an *International Baccalaureate World School*, joining an elite group of only four schools in southwest Ohio to share in this distinction. Kettering Fairmont High School also offers students the option of taking 17 Advanced Placement (AP) courses, and more than 200 offerings in honors, college-prep, general education and career tech education courses. Fairmont High School and Kettering and Van Buren middle schools are also home to the Project Lead the Way Engineering (PLTW) Program.

Eight neighborhood elementary schools provide families the opportunity to enjoy close knit relationships with school personnel as well as with other families. Youth receive outstanding education and establish strong personal relationships in their formative learning years.



# RECRUITMENT — CITY MANAGER

The district also provides two middle schools, Van Buren Middle School and Kettering Middle School.

One of several public STEM (Science, Technology, Engineering and Math) schools across Ohio, the Dayton Regional STEM School is located in Kettering, Ohio. The STEM School offers students a relevant real-world educational experience which will prepare them for college and opportunities in the work world.

Kettering is also home to four private elementary schools and a private high school.

Kettering's success reflects the cooperative efforts of private citizens, civic leaders, government officials and business representatives. Such widespread commitment to the community ensures that Kettering will remain one of the most desirable suburbs to call home.



*Kettering offers residents 21 parks, 2 fitness centers, a music venue, a water park and splash pad, ice arena, an arts center and much more.*

## HISTORY

The earliest settler in what is now Kettering was John Patterson, a farmer who built the area's first log cabin in 1798. In 1841 an expanding population forced the creation of Van Buren Township, a name that would remain for more than 100 years.

In November 1952 voters of Van Buren Township approved the incorporation of the Village of Kettering, named for its most outstanding citizen, the famous philanthropist and inventor of the automobile self-starter, Charles F. Kettering. In his career, Kettering formed Delco Products, served as vice president for General Motors' Research Division, and established the Sloan-Kettering Institute for Cancer Research in New York City.

A special census conducted in 1955 found the village population to be 38,118, qualifying it for city status. The Secretary of State of Ohio proclaimed Kettering a city on June 24, 1955. Voters approved adoption of a Home Rule Charter and Council-Manager form of government which went into effect on January 1, 1956.

The community is located in a region known as an innovation hub and the birthplace of aviation pioneers Orville and Wilbur Wright. Along with the Wrights and Charles Kettering, the region was home to John Patterson, founder of National Cash Register and Colonel Edward Deeds, a well-respected businessman whose personal estate was the site for his own private airstrip.

## CITY GOVERNMENT

The City of Kettering operates under the Council-Manager form of government. Under this plan, the administrative responsibility of the City is centralized in an appointed professional City Manager. Seven Council representatives are elected to four-year terms on a non-partisan basis, one from each of the four districts and two at-large, and the Mayor who serves at-large. The Mayor presides over Council meetings and votes as a member of City Council but does not have veto authority. The Mayor also functions as the official head of the Council for all ceremonial purposes. Members of City Council elect the Vice Mayor biennially. The Mayor and City Council are responsible for creating city laws and setting the policy direction of the local government.

Once the Mayor and City Council create a policy or approve a course of action for the city, the City Manager is responsible for executing and implementing the policy, as well as the day-to-day operations of the City Government.

The City of Kettering is a leader in the region in the areas of planning, growth management and municipal services.

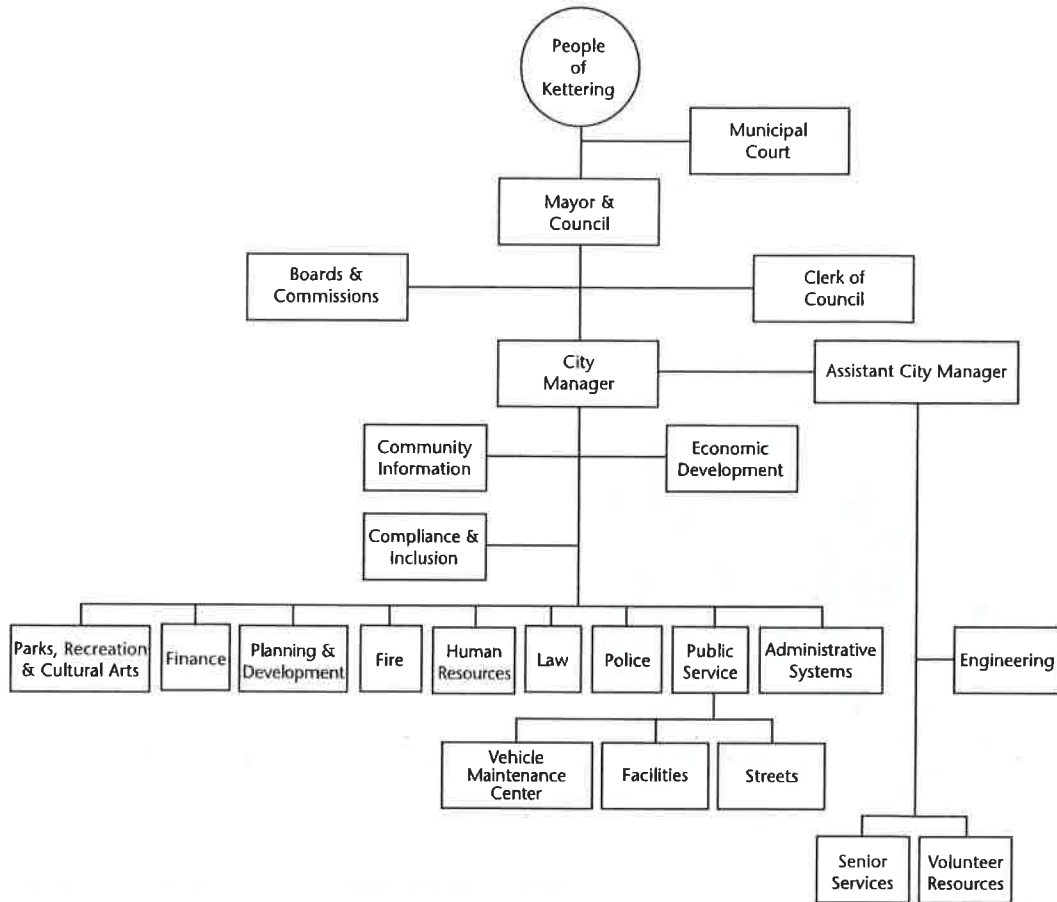
The City Council strongly supports the traditional authority of the City Manager under the Council/Manager Plan. The City Charter also makes clear the City Manager's authority to manage, hire, and remove administrative staff while cautioning Council members to, except for the purpose of inquiry, deal with administrative service solely through the City Manager.

## THE CITY MANAGER

The City Manager is appointed by Council and serves as the chief executive officer of the City. The Manager also holds the position of Public Safety Director. The Manager is responsible for the effective operation of the City government under the policy direction of the Mayor and City Council. It is also the responsibility of the Manager to propose policy measures and initiatives for Council consideration.

# CITY OF KETTERING, OHIO

## CITY OF KETTERING 2022 ORGANIZATIONAL CHART



## CITY DEPARTMENTS

Kettering offers exceptional core services to its residents, business owners and patrons. Quality of life is important to the residents, and Kettering's public safety, public service, as well as parks, recreation and cultural arts caters to the changing needs of the community.

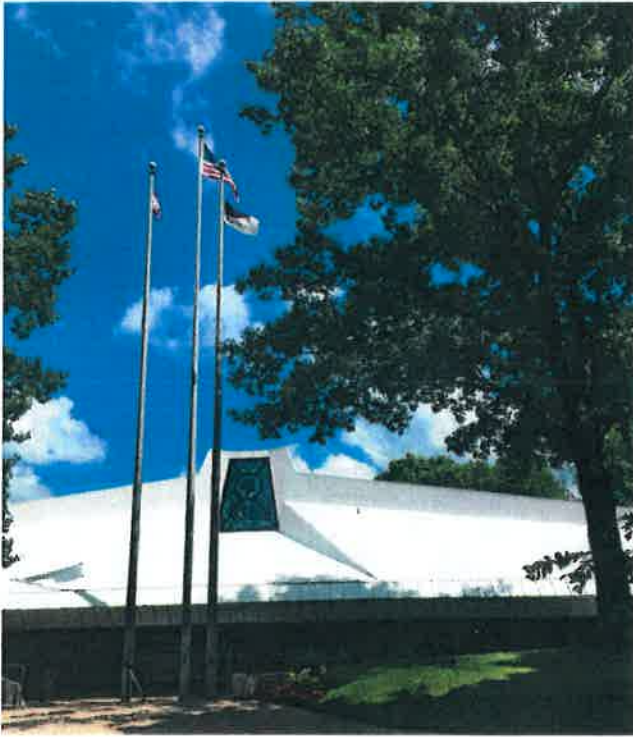
The Kettering Police Department is a committed partner with the community. The department is dedicated to providing fair and equitable law enforcement services to all. The Kettering Police Department was among the first 50 departments in the nation to become a nationally-accredited agency and is one of only a few of its size to hold three concurrent awards of accreditation-law enforcement, jail and communications. Ethics, courage and excellence are the values which lead the



*"Ohio's Finest" Police Department provides 24-hour protection, educational programs and engagement with the community.*



# RECRUITMENT — CITY MANAGER



*Kettering Government Center*

department into the future. The outstanding men and women who make up the Kettering Police Department are the department's most valuable asset as they serve to maintain the reputation of "Ohio's Finest." It is their dedication which makes Kettering a safe community.

The Kettering Fire Department provides state-of-the-art and reliable fire, paramedic and emergency services to the community. The Kettering Fire Department proudly responded to more than 9,000 calls for emergency service in 2021. Certainly the most significant recent projects related to public safety services are our four new fire stations. The new stations are a tribute to the careful planning of City Council, administrators and residents to ensure that the facilities reflect the standards of our community. The new state-of-the-art Kettering fire stations were the result of a strategic planning process which began in 2006 and led to a comprehensive modernization strategy for all aspects of the Kettering Fire Department. With an average age of 42 years, Kettering's fire stations lacked the physical space or available land to properly allow for the improvements necessary to upgrade to current standards.

The City of Kettering Parks, Recreation and Cultural Arts Department is a three-time Gold Medal Award winner recognizing the very best agencies in the country and is one of seven departments in the state of Ohio to be fully accredited. Kettering is fortunate to have 21 parks throughout the City, and nearly all Kettering residents live within 1.5 miles of an exceptionally-maintained park. Kettering has been a Tree City for more than 30 years running, with green space and parks being integral factors in the quality of life. Kettering offers two very affordable fitness centers as well as an outdoor water park, ice arena and senior center. Both residents and those who work within the City enjoy a desirable rate for membership, programs and classes.

The City of Kettering supports Cultural Arts initiatives by operating a well-respected fine arts center. The Gallery at Rosewood Arts Center has hosted shows by artists from all over the country and commissions work with international talent. Public art pieces can be enjoyed all over the community and the art center offers an impressive array of classes for art enthusiasts at every age and talent level.

The Frazee Pavilion recently celebrated over 25 years of offering "The Summer's Best Music" in Kettering. Consistently ranked in the top 50 outdoor amphitheaters worldwide, artists like Sheryl Crow, James Taylor, Ringo Starr, Harry Connick Jr. and Vince Gill have graced the Frazee stage. The Frazee also hosts a variety of free festivals throughout the summer in idyllic Lincoln Park.

Public Service supports city streets maintenance, leaf collection, vehicle maintenance for the City's fleet, mulch and compost preparation and a yard debris drop-off center.



*Polen Farm, a 19th century farmhouse and barn situated on 15 picturesque acres in Kettering*

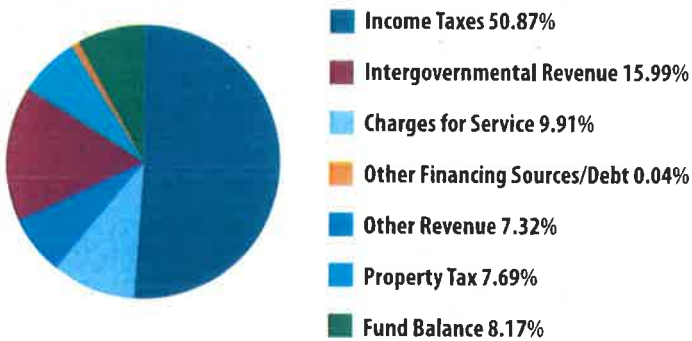
# CITY OF KETTERING FINANCIALS

## REVENUE \$ IN MILLIONS

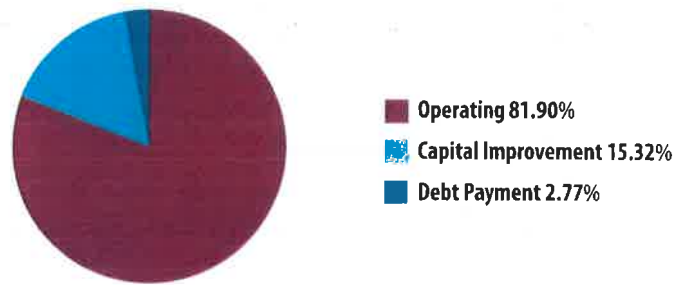


\*2022 Budgeted Revenue of \$93.9 million

RESOURCES USED TO FUND BUDGETED  
2022 TOTAL EXPENDITURES OF \$102.3 MILLION



APPROVED TOTAL 2022 EXPENDITURE BUDGET



DISTRIBUTION OF APPROVED 2022 OPERATING  
EXPENDITURES OF \$83.8 MILLION



PROPERTY TAX DISTRIBUTION



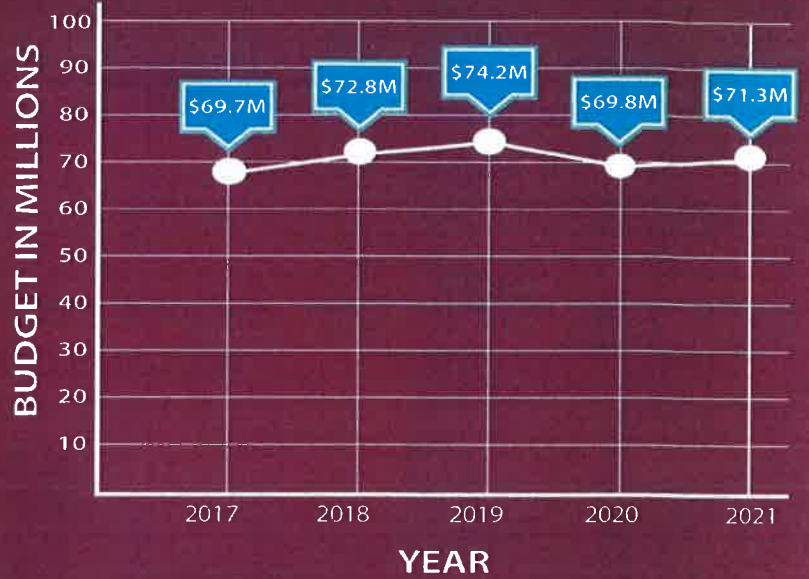


# CITY OF KETTERING ANNUAL OPERATING EXPENDITURES

## \$83.8 million

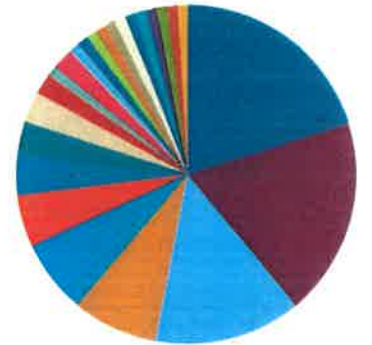
APPROVED 2022 TOTAL OPERATING EXPENDITURES

Kettering recently implemented a local preference policy that is applicable to commodities and equipment costing \$200,000 or less. This policy allows a local vendor as defined in the City's Codified Ordinances to match the low price if the local vendor's pricing is within 5% of the low non-local vendor pricing.

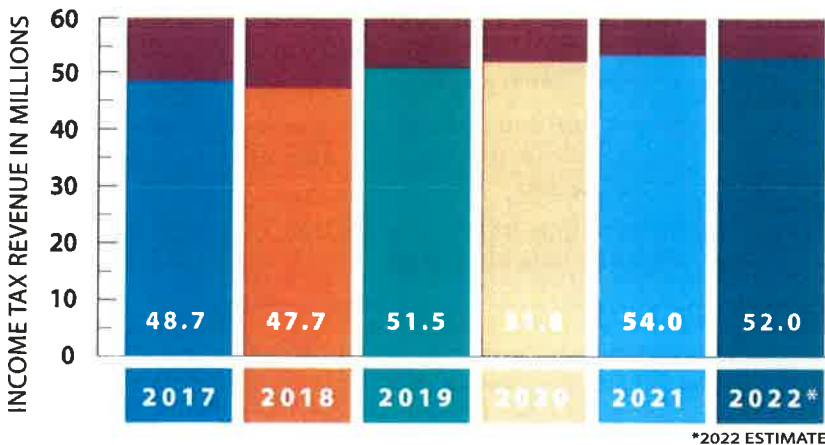


## PERCENTAGE OF 2022 TOTAL OPERATING EXPENDITURES ALLOCATED BY CITY DEPARTMENT

Police Department	\$18,621,700	22.2%	Human Resource Department	\$1,215,300	1.5%
Fire Department	\$16,169,400	19.3%	Law Department	\$1,180,300	1.4%
Parks, Recreation & Cultural Arts	\$12,343,000	14.7%	Administrative Support Division	\$948,900	1.1%
Street Division	\$6,957,600	8.3%	CDBG	\$575,000	0.7%
Fraze Pavilion Operations	\$6,010,000	7.2%	Office of the City Manager	\$795,600	0.9%
American Rescue Plan Act	\$4,099,000	4.9%	Other Cost Centers	\$712,600	0.9%
Finance Department	\$3,053,300	3.6%	Street Lighting	\$441,000	0.5%
Engineering Department	\$2,839,200	3.4%	Special Grants and Programs	\$342,000	0.4%
Planning & Development Dept.	\$2,757,600	3.3%	Community Information	\$272,400	0.3%
Municipal Court	\$1,734,750	2.1%	Mayor and Council	\$261,300	0.3%
Economic Development	\$998,200	1.2%	DESC	\$149,000	0.2%
Clerk of Courts	\$1,251,900	1.5%	Debt Service	\$57,000	0.1%



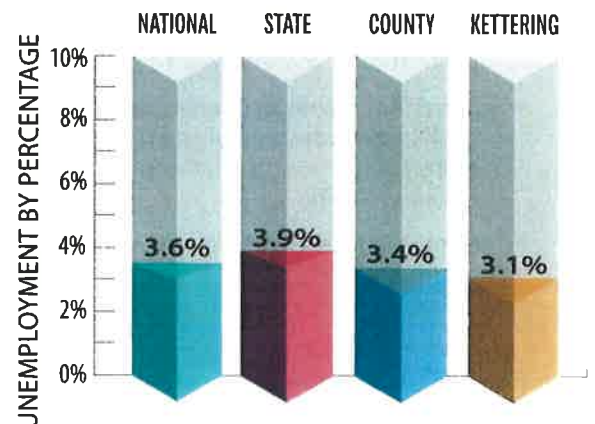
## CITY OF KETTERING INCOME TAX REVENUE



THE KETTERING INCOME TAX BASE IS STRONG, A SIGN THAT RESIDENTS AND THOSE WORKING IN OUR COMMUNITY ARE EARNING MORE.

## CITY OF KETTERING UNEMPLOYMENT RATE

COMPARED TO COUNTY, STATE AND NATIONAL UNEMPLOYMENT RATES



# CITY OF KETTERING, OHIO

## POSITION REQUIREMENTS

### EDUCATION AND EXPERIENCE

Graduation from an accredited four-year college or university and a combination of education and experience equivalent to attainment of an MPA or MBA and at least seven years of increasingly responsible local government management experience gained in a community or other public agency with similar complexity to Kettering.

### SOME CHARACTERISTICS OF THE IDEAL CANDIDATE

#### *Important Knowledge, Skills and Abilities*

The successful candidate will:

- be politically astute;
- have exceptional interpersonal skills and enjoy community involvement;
- clearly possess and apply superior management and leadership abilities;
- be a visionary who can see Kettering ten years out and is willing to take risks to set and meet objectives;
- be calm under pressure;
- understand the need for a healthy work/life balance both personally and for staff;
- develop relationships based on integrity and trust;
- exhibit strength in finance and budget expertise to maintain a balanced budget with adequate reserves;
- strive to remain current in the profession through active membership in professional associations or by other means;
- be a strong collaborator among residents, policy makers and staff;
- serve as an ambassador to and from residents having local government concerns;
- be comfortable working in a first tier, midwestern, bedroom community with a diversifying population;
- understand, implement and maintain a consistent performance management system;
- understand that economic development includes both large projects and the rejuvenation of vacant storefronts through provision of assistance of small businesses; and
- demonstrate a listen, learn, lead approach to professional life.



*City of Kettering Mayor and Council*

#### *Style with the Mayor and Council*

The successful candidate will:

- be available and accessible to all City Council members;
- view the City Manager position as a technical and professional resource and advisor to the City Council;
- project a management style that facilitates collaboration among staff and City Council;
- provide informative weekly updates regarding emerging issues and progress toward meeting goals set by the Mayor and Council;
- have an independent, professional approach to elected officials by treating all fairly and equally in a nonpartisan manner;
- be humble and understanding when immediate answers are unavailable and acknowledge mistakes; and
- demonstrate creativity in assisting City Council in setting and meeting goals.



# RECRUITMENT — CITY MANAGER

## ***Style with Staff***

The successful candidate will:

- be a true servant leader who is inclusive in the approach to city management;
- function as an effective bridge to the elected policy makers;
- provide clear directions and expectations and manage for successful outcomes;
- demonstrate trust in the staff without micromanaging and support employees so that they can perform at their highest potential;
- be easily accessible, offer a management style that encourages employees to feel comfortable with the manager's open-door policy;
- be a good listener who is open to new ideas;
- be fair, evenhanded and consistent; and
- function as a coach and mentor who encourages, supports, and recognizes individual professional development and achievement.

## ***Style with the Community***

The successful candidate will:

- Be community minded, taking time to be visible and integrated with the community to develop strong relationships with residents;
- understand that all neighborhoods have legitimate demands for service and will strive to equitably serve all sectors;
- be tactful and persuasive;
- be engaged with community by attending civic and community meetings; and
- be visible and attend community events.

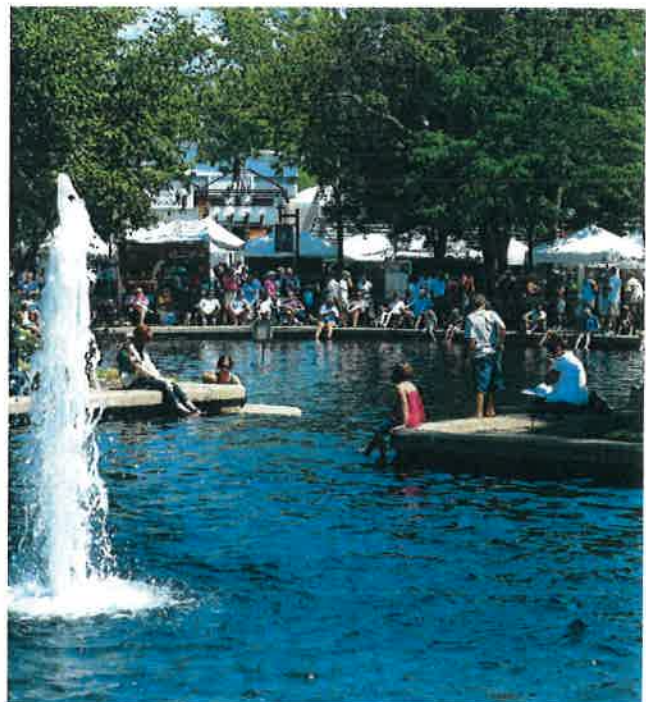
## ***Style with Other Governments including County, State and Schools***

The successful candidate will:

- have knowledge of the state legislature's approach to home rule, local government tax policy, economic development and other state laws; and
- be an effective advocate for the city.



***Path construction at Pondview Park***



***Art on the Commons—Annual Fine Arts and Crafts Festival at Lincoln Park Civic Commons***

# CITY OF KETTERING, OHIO

## ISSUES, OPPORTUNITIES AND CHALLENGES

- Kettering's largest source of funding is earnings tax revenue, which is allocated to the General Fund and is approximately 79 percent of general fund revenue. Kettering's healthy tax base provides the resources necessary to keep pace with the city's growth and underwrite the quality of life enjoyed by Kettering's businesses and residents. The City's 2022 total budget is \$102 million. The December 31, 2021 General Fund balance was \$58 million. Annual General Fund expenditures are approximately \$70 million.
- Kettering's Capital Improvement Plan establishes a fiscally-sound plan for the city's future investment in capital infrastructure and provides financial guidelines that identify available revenue sources, debt capacity and policy for projecting revenues and designating reserves to be maintained. Kettering's fiscally sound stewardship has earned the City the highest distinctions, as well as the confidence from residents and property owners.
- In the past, the Ohio Estate Tax provided significant revenue to Ohio municipalities. The State legislature abolished the tax in 2013. Kettering was fortunate to have received roughly \$44 million from the tax as it expired. Since then the City has allocated roughly \$3 million annually to supplement Capital Improvement Program funding. It is anticipated that this funding will be fully expended by 2028.
- As of the most recent election, four of the City Council members, including the Mayor who returned after years in the Ohio Senate, are new to the City Council. Two of the remaining City Council members will be term limited at the end of 2023.
- There is uncertainty regarding the future of "work from home" and the impact it will have on the local earnings tax.
- The current Strategic Plan is dated and a new plan will be developed in 2023/2024.
- The population is becoming more diversified.

## COMPENSATION AND BENEFITS

The compensation for the position is negotiable based on qualifications and experience. Residency within the City is preferred. The City is offering a competitive salary commensurate with experience and a comprehensive benefits package. Relocation assistance is available.

## APPLICATION AND SELECTION PROCESS

The recruitment will remain open until the position is filled. The first review of applications is scheduled for August 15, 2022. To apply, please send a letter of application and detailed resume to:

Robert E. Slavin, President or  
David Krings, Midwest Regional Manager.  
**SLAVIN MANAGEMENT CONSULTANTS**  
3040 Holcomb Bridge Road, Suite A-1  
Norcross, Georgia 30071  
Phone: (770) 449-4656  
Fax: (770) 416-0848  
e-mail: [slavin@bellsouth.net](mailto:slavin@bellsouth.net)  
[www.slavinweb.com](http://www.slavinweb.com)  
David Krings Phone: (513) 200-4222

**Electronic submissions are preferred.**

**The City of Kettering is an Equal Opportunity Employer.**

**PRO FORMA INVOICE**

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

CLIENT: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

CITY, STATE: \_\_\_\_\_

Progress billing for professional services  
rendered in connection with our agreement:

(Invoice \_\_ of \_\_) \$XXXX.XX

Reimbursable expenses at cost:

Airfare	\$ XXX.XX
Hotel	XX.XX
Ground Transportation	XX.XX
Meals	XX.XX
Tips	XX.XX
Telephone	XXX.XX
Clerical Support	XXX.XX
FAX	XX.XX
Messenger Service	XX.XX
Copies	XX.XX
Postage	XX.XX
Misc. Direct Costs	XX.XX

Total Expenses \$XXXX.XX

**TOTAL INVOICE** **\$XXXX.XX**



## ***CLIENT LIST BY CATEGORY***

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The following list of clients represent organizations for which our principal Consultants performed significant project work. This client list spans thirty years of experience of SMC consultants. Please contact SMC if you desire to speak with the individuals who were project contacts.

### **MUNICIPALITIES**

Aiken, South Carolina	Corpus Christi, Texas
Albany, Georgia	Corta Madera, California
Alpharetta, Georgia	Corinth, TX
Altamonte Springs, Florida	Creedmoor, North Carolina
Anaheim, California	Culver City, California
Ann Arbor, Michigan	Dallas, Texas
Arlington, Texas	Danville, Kentucky
Arlington Heights, Illinois	Davenport, Iowa
Arvada, Colorado	Davie, Florida
Atlanta, Georgia	Daytona Beach, Florida
Atlantic Beach, Florida	Decatur, Georgia
Asheville, North Carolina	Decatur, Illinois
Auburn, Maine	Delray Beach, Florida
Aurora, Colorado	Del Rio, Texas
Austin, Texas	Denton, Texas
Bartlesville, Oklahoma	Destin, Florida
Bentonville, Arkansas	Dothan, Alabama
Bergenfield, New Jersey	Dubuque, Iowa
Berkeley, California	Duluth, Georgia
Beverly Hills, California	Dunedin, Florida
Birmingham, Alabama	Durango, CO
Bisbee, Arizona	Durham, North Carolina
Blacksburg, Virginia	Eagle Pass, Texas
Bloomington, Illinois	East Brunswick Township, New Jersey
Bothell, WA	Edmond, Oklahoma
Boynton Beach, Florida	Elgin, Illinois
Branson, Missouri	Enfield, Connecticut
Brea, California	Englewood, Colorado
Bridgeport, Connecticut	Escondido, California
Broken Arrow, Oklahoma	Evanston, Illinois
Brownsville, Texas	Fort Collins, Colorado
Bryan, Texas	Fort Pierce, Florida
Burbank, California	Fort Lauderdale, Florida
Camarillo, California	Fort Smith, AR
Carson, California	Fort Worth, Texas
Cary, North Carolina	Frankfort, Kentucky
Casper, Wyoming	Franklin, Tennessee
Chapel Hill, North Carolina	Frisco, Colorado
Charlotte, North Carolina	Gainesville, Florida
Cherry Hills Village, Colorado	Gainesville, Georgia
Chesapeake, Virginia	Galesburg, Illinois
Clearwater, Florida	Garden City, New York
Cleveland, OH	Glastonbury, Connecticut
Clinton, SC	Glendale, Arizona
Columbia, Missouri	Glen Ellyn, Illinois
Columbus, Georgia	Golden, Colorado
Concord, New Hampshire	Grand Rapids, Michigan
Coral Gables, FL	Greensboro, North Carolina
Coral Springs, Florida	Gulfport, Florida

Hardeeville, SC  
Hemet, California  
Hercules, California  
Highland Park, Illinois  
Hollywood, Florida  
Homestead, Florida  
Huntington Beach, California  
Independence, Missouri  
Independence, Kansas  
Iowa City, Iowa  
Jacksonville Beach, Florida  
Jupiter, Florida  
Kalamazoo, Michigan  
Kansas City, Missouri  
Lake Worth, Florida  
Lakewood, Colorado  
Lapeer, Michigan  
Laramie, Wyoming  
Laredo, Texas  
Lenexa, Kansas  
Liberty, Missouri  
Lillburn, Georgia  
Little Rock, Arkansas  
Long Beach, California  
Longmont, Colorado  
Manassas, Virginia  
Mansfield, Massachusetts  
Maplewood, Missouri  
Marshfield, Missouri  
Miami Beach, Florida  
Milwaukie, Oregon  
Minneapolis, Minnesota  
Miramar, Florida  
Modesto, California  
Muscatine, Iowa  
Neptune Beach, Florida  
Newark, Delaware  
New Smyrna Beach, Florida  
Norfolk, Virginia  
Norman, Oklahoma  
North Las Vegas, Nevada  
North Miami Beach, Florida  
Northglenn, Colorado  
North Port, Florida  
Norwich, Connecticut  
Oberlin, Ohio  
Ocean City, Maryland  
Oceanside, California  
Olathe, Kansas  
Oklahoma City, Oklahoma  
Orlando, Florida  
Oxnard, California  
Paducah, Kentucky  
Palm Bay, Florida  
Palm Beach Gardens, Florida  
Palo Alto, California  
Panama City, Florida  
Park Ridge, Illinois

Pasadena, California  
Peoria, Illinois  
Phoenix, Arizona  
Pittsburg, Kansas  
Pompano Beach, Florida  
Portage, Michigan  
Pueblo, Colorado  
Richmond, California  
Richmond, Virginia  
Riverside, California  
Riverview, Michigan  
Roanoke, Virginia  
Rock Hill, South Carolina  
Rockville, Maryland  
Sacramento, California  
St. Louis Park, Minnesota  
Salem, Oregon  
San Diego, California  
San Fernando, California  
San Francisco, California  
San Jose, California  
San Juan Capistrano, California  
Sandersville, Georgia  
Santa Ana, California  
Santa Monica, California  
Sarasota, Florida  
Shaker Heights, Ohio  
Simi Valley, California  
Sioux City, Iowa  
Snellville, Georgia  
South Brunswick Township, New Jersey  
Springfield, Missouri  
Steamboat Springs, Colorado  
Stratford, Connecticut  
Storm Lake, Iowa  
Sunnyvale, California  
Sunrise, Florida  
Takoma Park, Maryland  
Topeka, Kansas  
Titusville, Florida  
Thornton, Colorado  
Traverse City, Michigan  
Topeka, Kansas  
Turlock, California  
Upper Arlington, Ohio  
Urbana, IL  
Urbandale, Iowa  
Valdez, Alaska  
Venice, FL  
Virginia Beach, Virginia  
Waco, Texas  
Warrensburg, Missouri  
Washington, Illinois  
West Des Moines, Iowa  
West Hartford, Connecticut  
West Hollywood, California  
West Palm Beach, Florida  
Wichita, Kansas

Windham, Connecticut  
Winston-Salem, North Carolina  
Winter Park, Florida

Worthington, Minnesota  
Ypsilanti, Michigan

## COUNTIES

Adams County, Colorado  
Alameda County, California  
Albemarle County, Virginia  
Arapahoe County, Colorado  
Beaufort County, South Carolina  
Broward County, Florida  
Brown County, Wisconsin  
Buffalo County, Nebraska  
Buncombe County, North Carolina  
Chaffee County, Colorado  
Cass County, Michigan  
Chesterfield County, Virginia  
Clark County, Nevada  
Cobb County, Georgia  
Dade County, Florida  
Dunn County, Wisconsin  
Eagle County, Colorado  
Escambia County, Florida  
Fairfax County, Virginia  
Forsyth County, Georgia  
Fremont County, Colorado  
Fresno County, California  
Fulton County, Georgia  
Georgetown County, South Carolina  
Glynn County, Georgia  
Gunnison County, Colorado  
Hall County, Georgia  
Hamilton County, Ohio  
Johnson County, Kansas  
Ketchikan-Gateway Borough, Alaska  
Lake County, Florida  
Lake County, Illinois  
La Plata County, Colorado  
Leon County, Florida  
Lincoln County, North Carolina  
Livingston County, Illinois  
Los Angeles County, California

Martin County, Florida  
McHenry County, Illinois  
Mecklenburg County, North Carolina  
Mendocino County, California  
Mesa County, Colorado  
Moffat County, Colorado  
Monterey County, California  
Muscatine County, Iowa  
New Kent County, Virginia  
Orange County, New York  
Orange County, North Carolina  
Palm Beach County, Florida  
Peoria County, Illinois  
Pinellas County, Florida  
Polk County, Florida  
Prince William County, Virginia  
Ramsey County, Minnesota  
St. Louis County, Minnesota  
Saline County, Kansas  
San Diego County, California  
San Luis Obispo County, California  
San Mateo County, California  
Sarasota County, Florida  
Sedgwick County, Kansas  
Seminole County, Florida  
Sonoma County, California  
South Fulton, GA  
Springettsbury Township, Pennsylvania  
Spotsylvania County, Virginia  
Tazewell County, IL  
Volusia County, Florida  
Wake County, North Carolina  
Washtenaw County, Michigan  
Whiteside County, Illinois  
Whitfield County, Georgia  
Yolo County, California

## OTHER ORGANIZATIONS

### Development Groups

Arrowhead Regional Development, Duluth,  
Minnesota  
Columbia Development Corporation, South  
Carolina  
Fresno Economic Development Commission,  
California  
Fresno Redevelopment Authority, California  
GoTopeka, Inc., Kansas  
Lincoln Road Development Corporation, Miami

Beach, FL  
Los Angeles, California, Community  
Redevelopment Agency  
Mid-American Regional Council, Kansas City,  
Missouri  
West Palm Beach Downtown Development  
Authority, Florida

### Housing Authorities

California Housing Finance Agency

Jefferson County Housing Authority, Alabama  
Las Vegas Housing Authority  
Memphis Housing Authority, Tennessee  
Ocala Housing Authority, Florida  
Peoria Housing Authority, Illinois

#### **Libraries**

Birmingham, Alabama Public Library  
Central Arkansas Library System  
Lexington, Kentucky Library System  
Metropolitan Library System of Oklahoma  
Moline Public Library

#### **Non-Profits and Other Governmental Jurisdictions**

California State Government  
CDC Federal Credit Union, Atlanta, Georgia  
District of Columbia  
Fresno Employment and Training Commission, California  
Jefferson County Personnel Board, Alabama  
Local Government Insurance Trust, Maryland  
Los Angeles, California Department of Community Public Health Los Angeles,  
California Music Center Operating Company  
Los Angeles Olympics Organizing Committee  
Metropolitan Nashville, Tennessee Arts Commission  
Parkland Hospital, Texas  
Southwest Florida Regional Planning Council

#### **Professional Associations**

American Public Works Association  
Association of County Commissioners, Georgia  
Georgia Municipal Association  
International City/County Management Association  
Iowa League of Cities  
Missouri Municipal League

#### **School Districts**

Adams County School District #14, Commerce City, Colorado  
Lake Sumpter Community College, Florida  
Dallas Independent School District, Texas

#### **Transportation Agencies**

Alameda-Contra Costa Transit District, Oakland, California  
Bay Area Rapid Transit District, Oakland, California  
Dallas Area Rapid Transit District, Dallas, Texas  
Greater Dayton Regional Transportation Authority  
Kalamazoo County Transportation Authority  
Lee County Port Authority, Florida  
Metra (Chicago Commuter Rail System)  
MetroPlan Orlando (MPA)  
Port Everglades Authority, Fort Lauderdale, Florida  
Orlando - Orange County Expressway Authority  
Port of Sacramento, California  
Riverside Transit Agency, California  
San Francisco Bay Area Rapid Transit District, California  
Sarasota/Manatee Airport Authority, Florida  
Southern California Rapid Transit District

#### **Utilities**

Columbus Water Works, Georgia  
Greater Peoria Sanitation District  
Gulf Shores Utilities  
Metropolitan Sewer District of Greater Cincinnati, Ohio  
Orange Water and Sewer Authority (North Carolina)  
Public Works Commission of Fayetteville, North Carolina  
Rivanna Solid Waste Authority, Virginia  
Rivanna Water and Sewer Authority, Virginia  
Sacramento Municipal Utility District, California  
South Florida Water Management District  
Spartanburg Utility District, South Carolina

## **EEO STATEMENT**

Slavin Management Consultants (SMC) is committed to building a diverse workforce which reflects the face of the community we serve, honors and respects the differences and abilities of all our employees and residents, and provides employees with the necessary opportunities, tools, and support to achieve their maximum potential.

Equitably managing a diverse workforce is at the heart of equal opportunity. Valuing diversity is the basis for a policy of inclusion. Diversity recognizes and respects the multitude of differences which employees bring to the workplace. Diversity complements organizational values that stress teamwork, leadership, empowerment, and quality service. Diversity means striving to maintain an environment in which managers value the differences in their employees and take steps to ensure that all employees know they are welcome.

To achieve workplace equity and inclusion, SMC will observe the practices outlined below:

- It is the policy of Slavin Management Consultants to provide equal opportunity to all qualified employees and applicants without regard to race, color, religion, age, sex (including gender identity, sexual preference, and pregnancy), marital status, national origin or ancestry, genetic make-up, disability status, protected veterans' status, equal pay or any other characteristic protected by law..
- Our recruiting efforts will ensure that applicant pools are both capable and diverse.
- We will make employment decisions based on job-related criteria and will provide opportunities for entry and promotion into non-traditional jobs.
- We will ensure a workplace free of all forms of harassment.
- We will develop a procedure for prompt, thorough and impartial investigations of discrimination or harassment complaints and will act on appropriate measures to provide remedy or relief to individuals who have been victims of illegal discrimination or harassment.

Measures to ensure accountability for managing diversity will be incorporated into the performance management system for supervisors and managers. The chief executive officer will evaluate the effectiveness of our diversity policies and programs.

By creating a workplace where everyone can work towards their maximum potential, SMC will retain quality, productive employees who will provide excellent services to our clients.

## **SMC SEXUAL HARASSMENT POLICY**

Slavin Management Consultants (SMC) is committed to providing a workplace that is free from sexual harassment. Sexual harassment in the workplace is against the law and will not be tolerated. Should the company determine that an allegation of sexual harassment is credible, it will take prompt and appropriate corrective action.

### **What Is Sexual Harassment?**

Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitutes sexual harassment when:

- An employment decision affecting that individual is made because the individual submitted to or rejected the unwelcome conduct; or
- The unwelcome conduct unreasonably interferes with an individual's work performance or creates an intimidating, hostile, or abusive work environment.
- Certain behaviors, such as conditioning promotions, awards, training or other job benefits upon acceptance of unwelcome actions of a sexual nature, are always wrong.

Unwelcome actions such as the following are inappropriate and, depending on the circumstances, may in and of themselves meet the definition of sexual harassment or contribute to a hostile work environment:

- Sexual pranks, or repeated sexual teasing, jokes, or innuendo, in person or via e-mail;
- Verbal abuse of a sexual nature;
- Touching or grabbing of a sexual nature;
- Repeatedly standing too close to or brushing up against a person;
- Repeatedly asking a person to socialize during off-duty hours when the person has said no or has indicated he or she is not interested (supervisors in particular should be careful not to pressure their employees to socialize);
- Giving gifts or leaving objects that are sexually suggestive;
- Repeatedly making sexually suggestive gestures;
- Making or posting sexually demeaning or offensive pictures, cartoons or other materials in the workplace;
- Off-duty, unwelcome conduct of a sexual nature that affects the work environment. A victim of sexual harassment can be a man or a woman.
- The victim can be of the same sex as the harasser.
- The harasser can be a supervisor, co-worker, other company employee, or a non-employee who has a business relationship with the Slavin Management Consultants.

### **SMC's Responsibilities Under This Policy:**

If SMC receives an allegation of sexual harassment, or has reason to believe sexual harassment is occurring, it will take the necessary steps to ensure that the matter is promptly investigated and addressed. If the allegation is determined to be credible, SMC will take immediate and effective measures to end the unwelcome behavior. SMC is committed to take action if it learns of possible sexual harassment, even if the individual does not wish to file a formal complaint.

SMC will seek to protect the identities of the alleged victim and harasser, except as reasonably necessary (for example, to complete an investigation successfully). SMC will also take the necessary steps to protect from retaliation those employees who in good faith report incidents of potential sexual harassment. It is a violation of both federal law and this policy to retaliate against someone who has reported possible sexual harassment. Violators may be subject to discipline.

Employees who have been found by SMC to have subjected another employee to unwelcome conduct of a sexual nature, whether such behavior meets the legal definition of sexual harassment or not, will be subject to discipline or other appropriate management action. Discipline will be appropriate to the circumstances, ranging from a letter of reprimand through suspensions without pay of varying lengths to



separation for cause. A verbal or written admonishment, while not considered formal discipline, may also be considered.

#### Employees' Rights and Responsibilities Under This Policy

Any employee who believes he or she has been the target of sexual harassment is encouraged to inform the offending person orally or in writing that such conduct is unwelcome and offensive and must stop.

If the employee does not wish to communicate directly with the offending person, or if such communication has been ineffective, the employee has multiple avenues for reporting allegations of sexual harassment and/or pursuing resolution.

Employees are encouraged to report the unwelcome conduct as soon as possible to his or her supervisor or to the President of SMC.

In addition to reporting sexual harassment concerns to a responsible SMC official, employees who believe they have been subjected to sexual harassment may elect to pursue resolution in several ways, including:

**Mediation:** Mediation is an informal way to resolve office problems using a trained mediator who facilitates communication between the parties to the dispute. If an employee chooses to attempt resolution through mediation, management is obligated by Company policy to send a representative to the table. If a resolution is not reached, the parties may continue to pursue their rights in any other appropriate forum.

**EEO processes:** All SMC employees can file an Equal Employment Opportunity (EEO) complaint with the United States Equal Employment Commission (EEOC). An employee who wishes to file a complaint under EEO procedures must consult an EEO counselor within 45 days of the alleged incident. It is not necessary for an employee to complain to his/her supervisor before approaching an EEO counselor, nor to attempt informal resolution through mediation or other means. EEOC contact information:  
<https://eeoc.com>. Phone 1 (800) 669-4000

All SMC employees are required to comply with this policy. Employees are also expected to behave professionally and to exercise good judgment in work-related relationships, whether with fellow employees, business colleagues, or members of the public with whom they come into contact in the course of official duties. Further, all employees are expected to take appropriate measures to prevent sexual harassment. Unwelcome behavior of a sexual nature should be stopped before it becomes severe or pervasive and rises to a violation of law.

## **MINORITY AND WOMEN PLACEMENTS**

<b>CLIENT</b>	<b>POSITION</b>	<b>AFRICAN AMERICAN</b>	<b>WOMAN</b>	<b>LATINO</b>
<b>ALACHUA COUNTY, FL</b>	County Administrator			X
<b>ALBANY, GA</b>	City Manager	X		
	Police Chief	X		
	Assistant City Manager	X		
	Human Resources Director	X		
<b>ALTAMONTE SPRINGS, FL</b>	Finance Director		X	
<b>ASPEN, CO</b>	City Manager		X	
<b>AUSTIN, TX</b>	City Auditor		X	
	City Manager		X	
	Police Chief			X
<b>BERKELEY, CA</b>	City Manager	X		
	Public Works Director			X
<b>BEVERLY HILLS, CA</b>	Sanitation Director	X		
	Library Director		X	
<b>BOCA RATON, FL</b>	City Manager		X	
	Asst. City Manager		X	
<b>BOTHELL, WA</b>	City Manager		X	
<b>BOISE, ID</b>	Chief Financial Officer	X		
<b>BROWARD COUNTY, FL</b>	Assistant Director of Equal Employment	X	X	
	Director of Budget	X		
<b>BOISE, ID</b>	Chief Financial Officer		X	
<b>BRYAN, TX</b>	Municipal Court Judge		X	
	City Manager		X	
<b>BUNCOMBE COUNTY, NC</b>	County Manager	X	X	
<b>CAMARILLO, CA</b>	City Clerk		X	
<b>CARSON, CA</b>	Planning Director		X	
<b>CHAPEL HILL, NC</b>	Transportation Director		X	
	Human Resources Director		X	
<b>CHARLOTTE COUNTY, FL</b>	County Attorney		X	
<b>CENTRAL CITY ASSN. OF THE CITY OF LOS ANGELES (CA)</b>	Director of Security	X		
<b>CHARLOTTE, NC</b>	Neighborhood Services Director	X		
<b>COLUMBIA, MO</b>	Police Chief	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
<b>CORINTH, TX</b>	Director of Economic Development		X	X
<b>CORPUS CHRISTI, TX</b>	City Manager			X
<b>CULVER CITY, CA</b>	Finance Director			X
<b>DANE COUNTY, WI</b>	Director of Human Services		X	
<b>DALLAS INDEPENDENT SCHOOL DISTRICT (TX)</b>	Chief Financial Officer	X	X	
<b>DALLAS, TX</b>	City Attorney		X	
<b>DAYTONA BEACH, FL</b>	City Manager	X		
<b>DECATUR, GA</b>	Chief of Police	X		
<b>DISTRICT OF COLUMBIA</b>	Executive Director Alcoholic Beverage Regulations Commission		X	
<b>DURANGO, CO</b>	City Manager			X
<b>DURHAM, NC</b>	City Manager	X		
	City Manager	X	X	
	Police Chief		X	
	Public Works Director	X	X	
<b>ESCAMBIA COUNTY, FL</b>	Assistant County Administrator	X		
<b>ESCONDIDO, CA</b>	Civic Center Construction Mgr		X	
<b>FRANKFORT, KY</b>	City Manager		X	
<b>EVANSTON, IL</b>	City Manager		X	
<b>FRESNO, CA (PIC)</b>	Executive Director	X		
<b>FORT COLLINS, CO</b>	City Attorney		X	
<b>FORT LAUDERDALE, FL</b>	Fire Chief	X		
<b>FORT MYERS, FL</b>	City Manager	X		
	Police Chief	X		
<b>FORT WORTH, TX</b>	Auditor General		X	
	Police Chief	X		
<b>FRANKLIN, TN</b>	Director of Community Development		X	
<b>FRESNO, CA (PIC)</b>	Executive Director	X		
<b>GAINESVILLE, FL</b>	Equal Employment Director	X		
<b>GEORGETOWN, SC</b>	City Administrator		X	
<b>GEORGETOWN COUNTY, SC</b>	County Manager	X	X	
<b>GLASTONBURY, CT</b>	Human Resources Director	X	X	
<b>GLENWOOD SPRINGS, CO</b>	City Manager		X	
<b>GREENBELT HOMES, INC. (MARYLAND)</b>	Executive Director		X	
<b>GREENSBORO, NC</b>	Assistant City Manager	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
<i>GREENVILLE, NC</i>	City Manager	X	X	
<i>HAMILTON COUNTY, OH</i>	Jobs and Family Services Director		X	
<i>HILLSBOROUGH COUNTY (FL) CHILDREN'S BOARD</i>	Executive Director		X	
<i>HOLLYWOOD, FL</i>	City Manager	X		
<i>JUPITER, FL</i>	Assistant to the City Manager		X	
	Public Works Director			X
<i>KALAMAZOO, MI</i>	City Manager		X	
	Assistant City Manager		X	
<i>LAKE COUNTY, FL</i>	County Attorney		X	
<i>LAKE COUNTY, IL</i>	Purchasing Director		X	
	Human Resources Director	X		
	Assistant County Administrator		X	
<i>LAKE COUNTY, IL HEALTH DEPARTMENT</i>	Executive Director		X	
<i>LAKE WORTH, FL</i>	Utilities Customer Services Manager	X		
<i>LA PLATA COUNTY, CO</i>	Human Services Director		X	
<i>LAREDO, TX</i>	City Manager			X
<i>LEE COUNTY, FL</i>	County Administrator		X	
	Human Resources Director	X		
<i>LINCOLN ROAD DEVELOPMENT CORP.</i>	Executive Director		X	
<i>LONG BEACH, CA</i>	Police Chief	X	X	
	Executive Director, Civil Service Commission			
<i>LONGMONT, CO</i>	City Manager			X
<i>LONGVIEW, CO</i>	Assistant City Manger		X	
<i>LOS ANGELES, COMMUNITY REDEVELOPMENT AGENCY</i>	Sr. Project Manager	X		X
	Project Manager	X		
	Project Manager			X
<i>LOS ANGELES COUNTY (CA) HEALTH SYSTEMS AGENCY</i>	Executive Director	X	X	
	Deputy Exec. Dir.			X
<i>LOS ANGELES COUNTY DEPARTMENT OF PUBLIC HEALTH</i>	Public Health Director	X		
<i>LOS ANGELES OLYMPICS ORGANIZING COMMITTEE</i>	Human Resources Director	X	X	
	Director of Venues		X	
<i>MAPLEWOOD, MO</i>	City Manager	X		

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
<b>METROZOO (MIAMI FL)</b>	Director of Marketing		X	
<b>MEMPHIS (TN) HOUSING AUTHORITY</b>	Executive Director	X		
<b>MIAMI (FL) OFF-STREET PARKING SYSTEM</b>	Finance Director			X
<b>MIAMI VALLEY REGIONAL TRANSIT AUTH. (DAYTON, OH)</b>	Executive Director	X	X	
<b>MIRAMAR, FL</b>	City Manager		X	
<b>MISSISSIPPI REGIONAL HOUSING AUTHORITY VIII</b>	Executive Director	X		
<b>MONTEREY COUNTY, CA</b>	Hospital Administrator	X		
<b>MONTGOMERY COUNTY BOARD OF DEVELOPMENTAL DISABILITIES</b>	Executive Director	X	X	
<b>MOUNT DORA, FL</b>	City Manager		X	
<b>NOAH DEVELOPMENT CORPORATION</b>	Executive Director	X		
<b>NEWARK, DE</b>	City Manager	X		
<b>NORFOLK, VA</b>	Human Resources Director	X		
	Senior Engineer		X	
<b>NORFOLK, VA</b>	Social Services Director	X		
<b>OAK PARK, IL</b>	Village Manager		X	
<b>OCALA (FL) PUBLIC HOUSING AUTHORITY</b>	Executive Director	X		
<b>OBERLIN, OH</b>	City Manager		X	
<b>ORLANDO, FL</b>	Fire Chief	X		
<b>ORMOND BEACH, FL</b>	City Manager	X		
<b>OKLAHOMA CITY, OK</b>	City Manager	X		
<b>PALM BAY, FL</b>	Human Resources Director		X	
<b>PALM BEACH COUNTY, FL</b>	Assistant County Administrator		X	
<b>PALM BEACH COUNTY (FL) CHILDREN'S SERVICES BOARD</b>	Executive Director		X	
<b>PALM BEACH COUNTY (FL) HEALTH CARE DISTRICT</b>	Executive Director		X	
<b>PALM BEACH GARDENS, FL</b>	City Manager (1992) City Manager (1999)		X	X
<b>PALO ALTO, CA</b>	City Attorney		X	
<b>PANAMA CITY, FL</b>	City Clerk/Treasurer		X	
<b>PARKLAND, FLORIDA</b>	City Manager		X	

CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
<b>PEORIA (IL) PUBLIC HOUSING AUTHORITY</b>	Executive Director	X		
<b>PHOENIX, AZ</b>	Chief of Police			X
<b>POWDER SPRINGS, GA</b>	City Manager		X	
<b>PRINCE WILLIAM COUNTY, VA</b>	County Executive		X	
	Human Resources Director	X	X	
	Fire Chief	X	X	
<b>RICHMOND, CA</b>	City Manager	X		
<b>RICHMOND, VA</b>	Director of Public Health	X		
<b>ROANOKE, VA</b>	Police Chief	X		
	Economic Development Director		X	
	Assistant City Manager	X	X	
	Director of Human Services		X	
<b>ROCKVILLE, MD</b>	Assistant City Manager		X	
<b>SACRAMENTO, CA</b>	Human Resources Director	X	X	
<b>SAGINAW, MI</b>	Police Chief			X
<b>SAN DIEGO, CA</b>	City Manager	X		
<b>SAN FRANCISCO, CA</b>	Assistant City Administrator		X	
<b>SAN JOSE, CA</b>	Police Chief	X		
<b>SANTA MONICA, CA</b>	Deputy City Manager		X	
<b>SANTA ROSA ISLAND AUTHORITY (FL)</b>	Executive Director		X	
<b>SARASOTA, FL</b>	Human Resources Director	X		
<b>SARASOTA COUNTY, FL</b>	Deputy County Administrator	X		
<b>SELMA, AL</b>	Chief of Police	X		
<b>SHAKER HEIGHTS, OH</b>	City Administrator		X	
<b>SOUTH DAKOTA STATE LEGISLATURE</b>	Chief Legislative Analyst		X	
<b>SOUTH FULTON, GA</b>	Finance Director	X	X	
<b>SUNNYVALE, CA</b>	Public Information Officer		X	
	City Clerk		X	
<b>STRATFORD, CT</b>	Human Resources Director		X	
<b>STOCKBRIDGE, GA</b>	City Manager	X		
<b>TAKOMA PARK, MD</b>	City Manager		X	
	Recreation Director	X	X	
	Housing and Community Development Director		X	
	Public Works Director	X		
<b>THORNTON, CO</b>	Public Information Officer City Attorney		X	X



CLIENT	POSITION	AFRICAN AMERICAN	WOMAN	LATINO
<b>TOPEKA, KS</b>	City Manager	X		
	Police Chief	X		
<b>URBANA, IL</b>	Chief Administrative Officer		X	
<b>VALDEZ, AK</b>	City Manager		X	
<b>VENICE, FL</b>	Police Chief		X	
<b>VIRGINIA BEACH, VA</b>	Human Resources Director	X		
<b>VIRGINIA BEACH PARK TRUST (FL)</b>	Executive Director	X		
<b>VOLUSIA COUNTY, FL</b>	County Manager		X	
	Budget Director		X	
	Human Resources Director		X	
	Deputy County Manager		X	
<b>WACO, TX</b>	Deputy City Manager		X	
	Exec. Dir. - Support Services			X
	Assistant City Manager	X		
	Director of Facilities			X
<b>WAKE COUNTY, NC</b>	Human Services Director			X
<b>THE WEINGART CENTER (LOS ANGELES)</b>	Executive Director		X	
<b>WEST COVINA, CA</b>	Planning Director	X	X	
<b>WEST MIFFLIN, PA</b>	Town Administrator		X	
<b>WEST PALM BEACH, FL</b>	Assistant City Administrator	X	X	
<b>WICHITA, KS</b>	Human Resources Dir	X	X	
	Community Services Dir	X	X	
	Communications Director		X	
	Director of Libraries		X	
	Housing and Development Director	X	X	
	City Manager	X		
	City Manager		X	
<b>WYOMING, OHIO</b>	City Manager		X	
<b>YPSILANTI, MI</b>	City Manager	X		
<b>ZOOLOGICAL SOCIETY OF FLORIDA (DADE COUNTY)</b>	Executive Director			X

# PROPOSAL FOR EXECUTIVE RECRUITMENT SERVICES

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**City Manager  
City of Novi, Michigan**

**Submission Due Date: November 14, 2022**  
**This proposal is valid for 90 days**

**Strategic Government Resources**  
P.O. Box 1642, Keller, Texas 76244  
Office: 817-337-8581

JJ Peters, President of Executive Recruitment  
[JJPeters@GovernmentResource.com](mailto:JJPeters@GovernmentResource.com)





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November 14, 2022

Hon. Mayor Bob Gatt and City Council  
City of Novi, Michigan

Dear Mayor Gatt and Council Members,

Thank you for the opportunity to submit this proposal to assist the City of Novi in your recruitment for a new City Manager. SGR has the unique ability to provide a personalized and comprehensive recruitment to meet your needs.

We would like to draw your attention to some key aspects that distinguish SGR from other recruitment firms and allow us to reach the most extensive and diverse pool of applicants available:

- SGR is a recognized thought leader in local government management and is actively engaged in local government operations, issues, and best management practices.
- SGR announces all conducted recruitments in our Servant Leadership e-newsletter, which reaches over 45,000 subscribers in all 50 states.
- SGR reaches a broad community of over 13,000 LinkedIn followers and over 2,000 Facebook followers.
- SGR sends targeted emails to our opt-in Job Alert subscriber database of over 5,900 city/county management professionals.

We recognize that the COVID-19 pandemic has created unique operating challenges for local governments in many ways, including recruitment efforts. SGR has invested in a variety of technologies that will allow a safe social distancing recruitment process, and we will continue to provide alternatives to in-person meetings, to the extent your organization desires, during this uncertain time.

SGR is committed to completing the search within the projected timeline detailed in this proposal.

We are excited about the prospect of conducting this recruitment for the City of Novi, and we are available to visit with you at your convenience.

Respectfully submitted,

Jeri J. Peters, President of Executive Recruitment  
[JJPeters@GovernmentResource.com](mailto:JJPeters@GovernmentResource.com)  
503-502-0891





## Company Profile

Strategic Government Resources, Inc. (SGR) exists to help local governments become more successful by Recruiting, Assessing, and Developing Innovative, Collaborative, and Authentic Leaders. SGR was incorporated in Texas in 2002 with the mission to facilitate innovative leadership in local government. SGR is fully owned by former City Manager Ron Holifield, who spent two high-profile decades in city management and served as a City Manager in several cities.

SGR's business model is truly unique. Although we are a private company, SGR operates like a local government association. Most of SGR's principals are former local government officials, allowing SGR to bring a perspective and depth of local government expertise to every project that no other firm can match.

SGR's Core Values are Customer Service, Integrity, Philanthropy, Continuous Improvement, Agility, Collaboration, Protecting Relationships, and the Golden Rule.

SGR is a full-service firm, specializing in executive recruitment, interim placements, online training, onsite training, leadership development, psychometric assessments, strategic visioning retreats, one-on-one employee coaching, and other consulting services.

SGR's services are designed to promote innovation, team building, collaboration, and continuous improvement in local governments. SGR has approximately 700 local government clients in 47 states for all of our business lines combined. SGR has been, and continues to be, a leader in spurring innovation in local government.

SGR has 35 full-time employees, 2 part-time employees, 21 recruiters, 15 facilitators and multiple consultants who function as subject matter experts on a variety of projects.

SGR has corporate headquarters in Texas, as well as virtual offices in California, Colorado, Florida, Maryland, Minnesota, New York, North Carolina, Ohio, Oklahoma, and Oregon.

President of Executive Recruitment Jeri J. Peters would be the primary contact throughout contract execution. Executive Vice President Doug Thomas would be the designated lead for the recruitment and the primary contact throughout the search.

View all SGR team members and bios at: [governmentresource.com/about-us/meet-the-team](http://governmentresource.com/about-us/meet-the-team)



## SGR's Unique Qualifications

### Extensive Network of Prospects

SGR is intent on being a leader in executive recruitment, and we believe it is imperative to be proactive in our mission to build a workforce that represents the communities we serve. SGR reaches an extensive and diverse pool of applicants by utilizing our unequaled network of prospects.

- Your position will be announced in SGR's Servant Leadership e-newsletter that reaches over 45,000 subscribers in all 50 states.
- We will send targeted emails to over 5,900 opt-in subscribers to SGR's City Management Job Alerts.
- Your position will appear on SGR's Website, [GovernmentResource.com](http://GovernmentResource.com), which has approximately 20,000 visitors per month.
- Your position will be posted to SGR's Job Board, [SGRjobs.com](http://SGRjobs.com), which averages nearly 10,000 unique visitors per month and has more than 1,600 jobs listed at any given time.
- SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on Facebook, Twitter, Instagram, and LinkedIn.
- SGR frequently partners with local government associations including League of Women in Government, Local Government Hispanic Network, and the National Forum for Black Public Administrators.
- Approximately 65% of semifinalists selected by our clients learned about the open recruitments through our website, servant leadership e-newsletter, job board, job alert emails, social media, or personal contact.

### Collective Local Government Experience

Our recruiters have years of experience in local government, as well as regional and national networks of relationships. The executive recruitment group works as a team to leverage their networks to assist with each recruitment. SGR team members are active on a national basis in local government organizations and professional associations. Many SGR team members frequently speak and write on issues of interest to local government executives. SGR can navigate all relevant networks as both a peer and insider.

### Equal Opportunity Commitment

SGR strongly believes in equal employment opportunity. SGR does not discriminate and believes that equal opportunity is an ethical issue. SGR will not enter an engagement with an entity or organization that directs bias or expects bias to be demonstrated on any basis other than factors that affect the ability of the candidate to do the job. SGR will make a serious and sincere effort to encourage qualified applicants from underrepresented demographic groups to apply. Although SGR cannot guarantee the makeup of the semifinalist or finalist groups, SGR has relationships and contacts nationwide to encourage the meaningful participation of

underrepresented minority groups, and we continue to evaluate and improve our processes by embedding a lens of equity and inclusion into our recruitment practices.

### **Listening to Your Unique Needs**

SGR devotes significant time to actively listening to your organization and helping you define and articulate your needs. We work hard to conduct a comprehensive recruitment that is unique to you. SGR dedicates a prodigious amount of energy to understanding your organization's unique culture, environment, and local issues to ensure a great fit regarding values, philosophy, and management style perspectives.

### **Trust of Candidates**

SGR has a track record of providing remarkable confidentiality and wise counsel to candidates and next generation leaders. We have earned their trust. As a result, SGR is able to bring exceptional prospects to the applicant pool. Candidates trust SGR to assess the situation well, communicate honestly, and maintain their confidentiality to the greatest extent possible.

### **Accessibility & Communication**

Your executive recruiter is accessible throughout the recruitment process and can be reached at any time by candidates or clients via cell phone or email. In addition, the recruiter communicates with active applicants on a weekly basis and sends Google alerts articles to keep the applicants informed about the community and opportunity.

### **Comprehensive Evaluation and Vetting of Candidates**

SGR offers a screening process that ensures a detailed understanding of candidate backgrounds and prevents surprises. Our vetting process includes:

- Prescreening questions and technical review of resumes
- Cross communication between our recruiters about candidates who have been in previous searches for greater understanding of background and skills
- Comprehensive written questionnaires to gain insights beyond what is available through a resume
- Online pre-recorded video interviews that allow search committee members to view candidates in an interview setting prior to the finalist recruitment stage
- All-inclusive media reports that far surpass automated Google/LexisNexis searches, customized to each candidate based on where they have lived and worked
- Thorough automated, anonymous reference checks that provide details on candidates' soft skills from an expansive group of references
- Psychometric assessments (supplemental cost)
- Comprehensive background checks completed by a licensed private investigation firm
- Advanced exercise for finalist candidates, customized to the organization

View a full list of our Executive Recruitment Clients at: [Executive Recruitment Clients](#)

## City/County Management Recruitments, 2017-Present

### In Progress

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- Blaine, Washington (pop. 6,000) - City Manager
- Boardman, Oregon (pop. 3,500) - City Manager
- Bristol, Tennessee (pop. 27,000) - City Manager
- Conroe, Texas (pop. 88,000) - City Administrator
- Crandall, Texas (pop. 4,000) - City Manager
- Glastonbury, Connecticut (pop. 35,000) - Town Manager
- Highlands County, Florida (pop. 106,000) - County Administrator
- Kennebunk, Maine (pop. 11,000) - Town Manager
- Laredo, Texas (pop. 260,000) - City Manager
- Leawood, Kansas (pop. 34,000) - City Administrator
- Mexia, Texas (pop. 7,000) - City Manager
- Montgomery, Texas (pop. 2,400) - City Administrator
- Rocky Hill, Connecticut (pop. 21,000) - Town Manager
- Shawnee, Kansas (pop. 66,000) - City Manager
- Walla Walla, Washington (pop. 34,000) - City Manager
- Williston, North Dakota (pop. 27,000) - City Administrator

### 2022

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- Aledo, Texas (pop. 5,500) - City Manager
- Dalhart, Texas (pop. 8,500) - City Manager
- Edinburg, Texas (pop. 100,000) - City Manager
- Frisco, Colorado (pop. 3,000) - Town Manager
- Graham, Texas (pop. 8,000) - City Manager
- Hutto, Texas (pop. 40,000) - City Manager
- Johnston, Iowa (pop. 24,000) - City Administrator
- Kennedale, Texas (pop. 9,000) - City Manager
- Ketchikan, Alaska (pop. 8,000) - City Manager/Public Utilities General Manager
- Klamath Falls, Oregon (pop. 22,000) - City Manager
- Kent, Washington (pop. 138,000) - Chief Administrative Officer
- Levelland, Texas (pop. 14,000) - City Manager
- Live Oak, Texas (pop. 16,000) - City Manager
- Madisonville, Texas (pop. 4,500) - City Manager
- Manor, Texas (pop. 15,000) - City Manager



- Marshall, Texas (pop. 23,000) - City Manager
- Mineral Wells, Texas (pop. 15,000) - City Manager
- Mont Belvieu, Texas (pop. 8,000) - City Manager
- Nassau Bay, Texas (pop. 5,000) - City Manager
- Parkville, Missouri (pop. 7,000) - City Administrator
- Sunnyvale, Texas (pop. 8,000) - Town Manager
- Tolland, Connecticut (pop. 15,000) - Town Manager
- West Lake Hills, Texas (pop. 3,000) - City Administrator
- Wethersfield, Connecticut (pop. 26,000) - Town Manager
- Wickenburg, Arizona (pop. 7,500) - Town Manager

## **2021**

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- Bainbridge Island, Washington (pop. 25,000) - City Manager
- Breckenridge, Texas (pop. 5,000) - City Manager
- Bridgeport, Texas (pop. 6,500) - City Manager
- Briarcliff Manor, New York (pop. 8,000) - Village Manager
- Chandler, Arizona (pop. 270,000) - City Manager
- Chanhassen, Minnesota (pop. 27,000) - City Manager
- Chickasha, Oklahoma (pop. 16,000) - City Manager
- Choctaw, Oklahoma (pop. 12,000) - City Manager
- Clermont, Florida (pop. 44,000) - City Manager
- Flower Mound, Texas (pop. 79,000) - Town Manager
- Johnson City, Tennessee (pop. 65,000) - City Manager
- Kennett Square, Pennsylvania (pop. 6,000) - Borough Manager
- Lago Vista, Texas (pop. 8,000) - City Manager
- Lamar, Colorado (pop. 7,500) - City Administrator
- Monett, Missouri (pop. 9,000) - City Administrator
- North Port, Florida (pop. 77,000) - City Manager
- Port Chester, New York (pop. 30,000) - Village Manager
- Sherwood, Oregon (pop. 20,000) - City Manager
- Snoqualmie, Washington (pop. 14,000) - City Administrator
- Spokane, Washington (pop. 220,000) - City Administrator

## **2020**

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- Argyle, Texas (pop. 4,000) - Town Administrator
- Bay City, Texas (pop. 17,000) - City Manager
- Bedford, Texas (pop. 49,000) - City Manager
- Boerne, Texas (pop. 16,000) - City Manager

- Castroville, Texas (pop. 3,000) - City Administrator
- Clinton, Connecticut (pop. 13,500) - Town Manager
- Commerce, Texas (pop. 9,000) - City Manager
- Covington, Georgia (pop. 14,000) - City Manager
- DeSoto, Texas (pop. 56,000) - City Manager
- Duncanville, Texas (pop. 40,000) - City Manager
- Hutchinson, Kansas (pop. 42,000) - City Manager
- Hutto, Texas (pop. 30,000) - City Manager
- Iola, Kansas (pop. 5,500) - City Administrator
- Johns Creek, Georgia (pop. 84,000) - City Manager
- Joplin, Missouri (pop. 50,000) - City Manager
- Miami, Oklahoma (pop. 13,500) - City Manager
- Mission Hills, Kansas (pop. 3,500) - City Administrator
- Nacogdoches, Texas (pop. 33,000) - City Manager
- Santa Fe, Texas (pop. 13,000) - City Manager
- Tigard, Oregon (pop. 53,000) - City Manager
- Westworth Village, Texas (pop. 3,000) - City Administrator

## 2019

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- Blaine, Minnesota (pop. 65,000) - City Manager
- Bullard, Texas (pop. 4,000) - City Manager
- Campbell County, Wyoming (pop. 46,000) - Commissioners' Administrative Director/County Administrator
- Canyon, Texas (pop. 15,000) - City Manager
- Copperas Cove, Texas (pop. 34,000) - City Manager
- Killeen, Texas (pop. 145,000) - City Manager
- Kingsville, Texas (pop. 26,000) - City Manager
- Lamar, Colorado (pop. 7,500) - City Administrator
- Lenexa, Kansas (pop. 55,000) - City Manager
- Mineral Wells, Texas (pop. 15,000) - City Manager
- Orange, Texas (pop. 19,000) - City Manager
- Palm Coast, Florida (pop. 86,000) - City Manager
- South Windsor, Connecticut (pop. 26,000) - Town Manager
- Springfield, Oregon (pop. 62,000) - City Manager
- Terrell, Texas (pop. 17,000) - City Manager
- Tolland, Connecticut (pop. 15,000) - Town Manager
- Vail, Colorado (pop. 5,000) - Town Manager
- Venus, Texas (pop. 5,000) - City Administrator

- Victoria, Texas (pop. 67,000) - City Manager
- West Lake Hills, Texas (pop. 3,000) - City Administrator

## 2018

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- Anna, Texas (pop. 14,000) - City Manager
- Bethany, Oklahoma (pop. 19,000) - City Manager
- Cameron, Missouri (pop. 10,000) - City Manager
- Clackamas County, Oregon (pop. 400,000) - County Administrator
- Clallam County, Washington (pop. 75,000) - County Administrator
- Coffeyville, Kansas (9,500) - City Manager
- Craig, Colorado (pop. 9,000) - City Manager
- Erie, Colorado (pop. 26,000) - Town Administrator
- Forney, Texas (pop. 19,000) - City Manager
- Freeport, Texas (pop. 12,000) - City Manager
- Fulshear, Texas (pop. 9,500) - City Manager
- Green Cove Springs, Florida (pop. 7,500) - City Manager
- Humble, Texas (pop. 15,000) - City Manager
- Jacksonville, Texas (pop. 14,000) - City Manager
- Jupiter, Florida (pop. 60,000) - Town Manager
- Lawton, Oklahoma (pop. 94,000) - City Manager
- Lebanon, Missouri (pop. 15,000) - City Administrator
- Lockhart, Texas (pop. 13,500) - City Manager
- Marshall, Texas (pop. 24,000) - City Manager
- Murfreesboro, Tennessee (pop. 130,000) - City Manager
- Nixa, Missouri (pop. 21,000) - City Administrator
- Paducah, Kentucky (pop. 25,000) - City Manager
- Pflugerville, Texas (pop. 60,000) - City Manager
- Plant City, Florida (pop. 38,000) - City Manager
- Riverside, Missouri (pop. 3,000) - City Administrator
- Smithville, Missouri (pop. 10,000) - City Administrator
- Springfield, Missouri (pop. 167,000) - City Manager
- Sunnyvale, Texas (pop. 6,500) - Town Manager
- West University Place, Texas (pop. 14,000) - City Manager
- Wethersfield, Connecticut (pop. 26,000) - Town Manager

## 2017

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- Amarillo, Texas (pop. 200,000) - City Manager
- Bastrop, Texas (pop. 8,000) - City Manager

- Bedford, Texas (pop. 49,000) - City Manager
- Bozeman, Montana (pop. 45,000) - City Manager
- Brenham, Texas (pop. 17,000) - City Manager
- Choctaw, Oklahoma (pop. 12,000) - City Manager
- Clute, Texas (pop. 12,000) - City Manager
- Colleyville, Texas (pop. 23,000) - City Manager
- Grandview, Missouri (pop. 26,000) - City Administrator
- Killeen, Texas (pop. 140,000) - City Manager
- Midland, Michigan (pop. 42,000) - City Manager
- Parkville, Missouri (pop. 7,000) - City Administrator
- Saginaw, Texas (pop. 21,000) - City Manager
- San Marcos, Texas (pop. 60,000) - City Manager
- Sealy, Texas (pop. 6,500) - City Manager
- Stephenville, Texas (pop. 20,000) - City Administrator
- Temple, Texas (pop. 75,000) - City Manager
- Topeka, Kansas (pop. 127,000) - City Manager
- Vail, Colorado (pop. 5,000) - Town Manager



## References

### **City of Johnson City, Tennessee**

**Population: 71,000**

Joe Wise, Mayor

[jwise@johnsoncitytn.org](mailto:jwise@johnsoncitytn.org)

Office: 423-434-5797

Cell: 423-202-2509

City Manager Recruitment, 2021

### **City of North Port, Florida**

**Population: 80,000**

Jill Luke, Former Mayor-Commissioner

[jluke@cityofnorthport.com](mailto:jluke@cityofnorthport.com)

Cell: 941-628-0757

Pete Emrich, Mayor-Commissioner

[pemrich@cityofnorthport.com](mailto:pemrich@cityofnorthport.com)

Office: 941-286-0249

Cell: 941-223-9396

Assistant City Attorney-Police Legal Advisor, 2022

City Manager Recruitment, 2021

Assistant City Attorney, 2019

### **City of Blaine, Minnesota**

**Population: 65,000**

Tom Ryan, Mayor

[tryan@blainemn.gov](mailto:tryan@blainemn.gov)

(763) 757-3390

Joe Huss, Finance Director

[JHuss@blainemn.gov](mailto:JHuss@blainemn.gov)

763-717-2677

City Manager Recruitment, 2019

Safety Services Manager/Police Chief

Recruitment, 2017

### **City of Clermont, Florida**

**Population: 44,000**

Tim Murry, Mayor

352-638-8776

[tmurry@clermontfl.org](mailto:tmurry@clermontfl.org)

Michele Pines, Council Member

352-801-4116

[mpines@clermontfl.org](mailto:mpines@clermontfl.org)

City Manager Recruitment, 2021

### **City of Hartford, Connecticut**

**Population: 120,000**

Thea Montanez, Chief of Staff

[Thea.Montanez@hartford.gov](mailto:Thea.Montanez@hartford.gov)

Office: 860-757-9311

Cell: 860-304-7823

Chief Financial Officer, 2020

Deputy Chief Information Officer

Recruitment, In-Progress

### **Chester County, Pennsylvania**

**Population: 530,000**

Robert (Bobby) Kagel, County Administrator

[rkagel@chesco.org](mailto:rkagel@chesco.org)

Office: 610-344-6026

Cell: 610-888-2623

Director of Emergency Services, In-Progress

Human Resources Director Recruitment,

In-Progress





## Project Personnel

### **Doug Thomas, Executive Vice President**

[DouglasThomas@GovernmentResource.com](mailto:DouglasThomas@GovernmentResource.com)

Cell: 863-860-9314



Doug has close to 35 years of senior local government executive management experience. He joined Strategic Government Resources (SGR) in 2015 to serve as their first Regional Director to serve both Florida and the southeast, and subsequently as Senior Vice President. He assists clients nationwide in the areas of executive recruitment, governing body/senior staff governance and servant leadership training, strategic visioning, and priority-based budgeting, evaluation of the Chief Executive, and is a regular speaker at local government state and national conferences.

Prior to his work with SGR, Doug served as City Manager for the City of Lakeland, Florida for roughly 12 years. Lakeland is centrally located along the I-4 corridor between Tampa and Orlando with a resident population of over 100,000 and a service population of over 250,000. The City provides its residents a full array of municipal services, including a municipal-owned electric generation and distribution utility that is the 3rd largest in the state and among the top 25 nationwide. The organization has an annual budget of approximately \$600 million and employs roughly 2,500 personnel. The city is home to the Detroit Tigers during Major League Baseball's Spring Training; the Experimental Aircraft Association's Annual Sun 'n Fun Fly-in, recognized as America's second largest aviation event of its type; Florida Southern College, which features the world's largest one-site collection of buildings designed by the legendary architect, Frank Lloyd Wright; and the state's 12th university, Florida Polytechnic University, which opened in the fall of 2014.

Prior to Lakeland, Doug previously served as City Manager for the City of Alma, Michigan for close to 15 years. Prior to his service in Alma, he represented the City of Grand Haven, Michigan as Assistant City Manager, (1986-1989) and as Administrative Assistant to the City Manager (1984-1985). He also has held local government posts with the City of Rockville, Maryland, and the Town of Landover Hills, Maryland.

His academic credentials include attainment of a Master of Public Administration from the American University, Washington, D.C. in 1983 with a concentration in Urban Affairs, and a Bachelor of Arts in Political Science and History from Bowling Green State University, Ohio in 1981.



Douglas B. Thomas

PROFESSIONAL EXPERIENCE

Senior Vice President (October 2015 to current)  
Strategic Government Resources

Based in Keller Texas, Strategic Government Resources (SGR) exists to help local governments be more successful by Recruiting, Assessing, and Developing Innovative, Collaborative, Authentic Leaders.

Examples of experience:

Coordinate executive search functions for City Managers, City Attorneys, and Department Head positions for local governments across the country. Provide various services to clients including leadership development, assessments, governing body and senior leadership team retreats, community and organizational strategic visioning, and Priority-Based Budgeting, and other related services to promote innovation in local governments. Represent SGR as a regular presenter at national, state, and local association conferences and meetings on topics ranging from electric utilities, park & recreational developments, legislative advocacy, strategic planning, Priority-Based Budgeting, performance reviews for the Chief Executive, and other municipal programs.

City Manager (December 2003 to September 2015)  
Lakeland, Florida

Serve as Chief Executive Officer for the city which is centrally located along the I-4 corridor between Tampa and Orlando with a population of over 100,000. Lakeland offers its residents a full array of municipal services, including a municipal-owned electric generation and distribution utility that is ranked as the 3<sup>rd</sup> largest in the state and among the top 25 nationwide. The organization's annual budget is approximately \$600 million and employs approximately 2,500 personnel. The city is home to the Detroit Tigers during Major League Baseball's Spring Training; the Experimental Aircraft Association's Annual Sun 'n Fun Fly-in, recognized as America's second largest aviation event of its type, Florida Southern College, which features the world's largest one-site collection of buildings designed by the legendary architect, Frank Lloyd Wright and the state's 12<sup>th</sup> university, Florida Polytechnic University, which will start its inaugural class in the fall of 2014.

Examples of experience:

Financial:

Implementation of innovative and award-winning Performance Budget that aligns the city's Strategic Planning processes into the annual financial and operational document. The approach involves a robust forward-looking process, adoption of Actionable Items and tracking of Key Success Indicators to track progress on initiatives and benchmark services to comparable communities.

One of the first municipalities in the country to enact a Budget by Priorities fiscal model to ensure strategic resource allocation are made in areas that advance the Vision, Mission and Goals of the community. The innovative approach was presented in 2013 at an International City/County Management Association & Alliance for Innovation Priority Based Budgeting Conference "Summit of Leading Practices."

Developed fiscal and operational strategies to address an inherited wholesale power supply contract that failed to fully cover fuel costs which ultimately resulted in a \$92 million loss over its term. The multifaceted response involved negotiations to shorten the original term, coupled with utility-wide restructured operations; strategic short and long term maintenance and capital planning; a smaller and more efficient workforce; implementation of a quarterly fuel adjustment process and revisions to fuel hedging programs; creation of a Risk Oversight Committee; a new governance oversight structure involving representatives from all rate classes along with elected officials; and adoption of a formalized methodology for calculating the transfer of dividends to the host government. Collectively, these improvements positioned the electric utility from being one of Florida's highest cost providers to the lowest cost provider across almost all rate classes.

Restructured local municipal employee pension plans, including bifurcation of Police and Fire Plans from the General Employee Plan, in addition to being a frontrunner community to offer a hybrid defined benefit-defined contribution plan option to better meet the varying needs of employees in a fiscally sustainable manner.

Improved City's bond ratings through sound financial management and regular meetings with rating agencies, with City General Obligation currently rated AA by Fitch; Lakeland Electric at AA with Standard & Poor's and AA- by both Fitch and Moody's, and Water/Wastewater Utilities at AA+ with Fitch.

Successfully merged numerous stand-alone departments and divisions including Facilities, Fleet, Records Retention, Information Technology, Purchasing, and Civil Service/Retirement Services into more efficient consolidated operations

Public/Private Partnerships:

Partnered with private medical provider for the implementation of the City's HealthStat Employee Wellness Clinic, representing one of the first local government implemented in Florida, to address increasing costs in the city's self-insured medical plans. In 2013, the Clinic saved an estimated \$3.7 million on medical and Workers Compensation claims through provided services. The program has resulted in a 4-1 return on investment and is regularly used as a benchmark for many other communities and corporate wellness program start-ups.

Charter member of Florida Business Watch, which is an organization designed to connect private sector partners with local government officials to share knowledge, goals and opportunities for the betterment of our communities. It is a truly unique group designed to promote good public policy and opportunities across the State of Florida. I was pleased and honored to receive their inaugural "Essential Piece Award" in May 2014.

Award winning Fleet partnership with NAPA resulting in cost avoidance of over \$200,000 per year in parts inventory, coupled with privatized tire services with GCR Tire Centers which yields annual savings of \$111,000. The Fleet Division was recognized in 2013 as "100 Best Fleets" by Government Fleet Magazine for third straight year.

Partnership with SunEdison, LLC for the development of solar photovoltaic generation facilities to leverage private capital financing and tax credits that would otherwise be unavailable to a municipal electric utility. The agreement involved privately financed, ownership and operation of up to 24 MW of ground and rooftop solar farms in return for a 25-year purchased power agreement with Lakeland Electric. The largest installation involved a 5.3 MW facility on 45 acres at the city's airport which required special approval from the FAA which was the first of its kind in the southeast region. As host of the facility, the airport received a discount on its electric bill enabling it to finance a variety of HVAC and lighting energy efficiency upgrades that further reduced energy costs.

Negotiation of innovative 30-year agreement with Tampa Electric Company (TECO), the Southwest Florida Water Management District (SWFWMD) and Lakeland's Water Utilities Department for the use of reclaimed water from the city's wetland's facility involving the construction of \$65 million pumping station and 15 mile transmission pipeline to supply 5 MGD of alternative water supply to TECO's Polk Power Station for cooling purposes. In conjunction with the agreement, Lakeland secured a 20-year water groundwater permit from SWFWMD and eliminated the need for ongoing NPDES permit costs and requirements for discharge from the wetlands into the Alafia River.

#### Economic Development:

Proven track record of economic development success with personal involvement in roughly 50 industrial and high-tech projects resulting in 7 million square feet of new development, \$510 million in capital investment and approximately 5,000 new jobs. Projects include leading companies in the areas of high tech, health care, medical supplies and packaging, pharmaceuticals, aviation, call centers, brewing and wine/spirits, food processing, flavorings, warehousing/logistics, in addition to a diverse range of industrial operations.

Economic development approach has involved the configuration of a "One Stop Shop" consolidating all city utilities and permitting, coupled with a dedicated ombudsman to overcome any challenges and to ensure projects meet their desired development schedule with certainty.

Creative development approaches ranging from the negotiation of an economic development electric rate to secure a \$45 million air separation plant that became the utility's 2<sup>nd</sup> largest customer including locating the development on city-owned land adjacent to the power plant for reliability purposes and utilization of re-use water to crafting a proposed \$37 million baseball stadium improvement and associated training campus agreement in support of the Detroit Tigers Major League Baseball organization.

#### Innovation/Technology:

Development and implementation of new "form-based" zoning code which involves emphasis on physical design, building scale and neighborhood character in contrast to traditional zoning code approach.



Implementation of Lakeland Electric's \$35 million Smart Grid initiative to enable customers to view and control their energy consumption and costs with time of use rates through web-based portal, reduced distribution system operations and maintenance costs, and improved system reliability and outage management. Initiative was supported with a \$20 million federal grant for the installation of 124,000 smart meters, automated meter infrastructure and highly protected data management/security system.

Conversion of manual system to new weekly Pay-As-You-Throw EZ Can solid waste and recycling automated collection system. Program has become recognized as an industry leader by public and private waste management entities across the U.S. for driving best practices in full implementation and utilization of Radio Frequency Identification (RFID) technologies

Implementation of Rapid Process Improvement (RPI) Teams to assist departments in identifying potential projects and quickly develop low to no cost solutions to improve operational efficiencies. Process involves trained RPI employees working with key individuals involved in a project to break out the individual steps of process over the course of a week to eliminate bottlenecks and streamline operations.

Development of unique combined municipal and Aircraft Rescue Fire Fighting (ARFF) fire station in support of the airport's FAA requirements coupled with cost effective method to improve the city's ISO rating in southwest Lakeland from class 10 to class 3.

Development of Power Academies with the Polk County School Board to expose high school students to careers in the electric industry. The innovative program has been featured in numerous state and national conferences as an industry model in response to the electric utility industry aging workforce challenges.

#### Intergovernmental Relations:

Member of the Florida League of Cities 'Keys to the City' Task Force which was comprised of 37 municipal officials from across the state to develop a state policy agenda that was presented to newly-elected Governor Rick Scott to remove barriers that prevent cities from prospering; developing policies that promote local self-governance; invest in the economic vitality of cities as incubators of progress and allow cities to protect their community's quality of life.

Outsourced the City's utility bill and business tax processing operations with the Polk County Tax Collector, resulting in one-time capital savings \$100,000 and elimination of \$200,000 in annual costs.

Extensive successful federal and state advocacy to advance the City's Annual Legislative Agenda, including a wide range of topics including passenger and freight rail, pension reform, local and intergovernmental revenues, municipal bonds, funding for local capital projects and initiatives, airport and convention operations, Major League Baseball Spring Training, red light camera programs in addition to general government and utility matters.

Regular presenter at various national, state and local association conferences and meetings on topics ranging from electric utilities, park & recreational developments, legislative advocacy, strategic planning and budgeting, performance reviews for the Chief Executive and other City of Lakeland programs and practices.

City Manager (June 1989 to November 2003)  
Alma, Michigan

Served as Chief Executive Officer for a full-service city centrally located in the State of Michigan. Alma is the core community within the area where many of the county's 42,000 residents work, shop and rely upon the community's recreational, retail and cultural facilities. The city is also home to Alma College, and is also known as "Scotland, USA" for hosting the annual Alma Highland Festival and Games, recognized as one of North America's most popular Scottish events.

Examples of experience:

Public/Private Partnerships:

Organized the city's first Tax Increment Financing Authority that resulted in a public investment of roughly \$1.2 million that leveraged over \$20 million in private funds and maintained one of the city's largest industries and employers.

Coordinated the investigation and strategy of establishing a competitive municipal electric utility estimated to save the community an estimated \$40 million over ten years. Project received national attention and was one of the country's first municipal electric deregulation cases before the Federal Energy Regulatory Commission (FERC). Issue involved direct testimony, extensive legislative monitoring and advocacy at both the federal and state level.

Secured a "Covenant not to Sue" from the State of Michigan to provide legal protection to both the city and a new industry as part of a project to redevelop a former ethanol plant to an asphalt emulsion production and distribution facility. Development resulted in the conversion of a delinquent property tax reverted property into one of the city's top ten taxpaying entities.

Negotiated a multi-year, multi-million dollar tax appeal involving a petroleum refinery that comprised 20% of the community's tax base. The settlement involved a uniquely structured agreement that provided stability to the city's tax base, satisfied the company and included a refund to cover all public defense costs associated with the appeal.

Served as a member of the Gratiot Technical Educational Center (GTEC) Development Committee which led to the development of a new job training and educational center to assist area businesses and industries attract and retain skilled personnel.

Negotiated the groundwork agreement to relocate a scrap yard operation from a site adjacent to a riverfront and the central business district to a former industrial "brownfield" site and facilitate the redevelopment of the former scrap yard property to a mixed-use commercial/office, and recreational area.

## Intergovernmental Relations:

Played a leadership role in the consolidation of four separate jurisdictional public safety dispatch operations into a countywide E-911 Central Dispatch Center. Project involved union negotiations, equipment financing, development of an intergovernmental contribution formula and public information campaign.

Initiated and co-chaired a multi-jurisdictional committee to address traffic, safety and development concerns along the city's busiest transportation corridor. Process led to the establishment of a corridor master plan and subsequent construction of service drives, numerous roadway extensions, traffic signal installations and future design standards. Negotiated unique property acquisitions and development agreements to implement the plan.

Steering committee member of the Gratiot County Strategic Planning Committee and Co-Chaired the Intra-Intergovernmental Subcommittee. The effort has led to improved cooperative strategies between the various local governmental units within the county.

Negotiated Conditional Land Transfer Agreements with neighboring townships to enlarge the city by approximately 400 acres. One such agreement established the framework for the development of an Urban Growth Boundary to define the parameters for future land transfers to the city.

Nurtured the creation of the Mid-Michigan Area CATV Consortium that includes eleven communities served by a common cable operator in an effort to consolidate franchise negotiation strategies and costs, pool franchise fees to expand public access programming and resources and implement common telecommunication ordinances and permit processes throughout the area.

Development of a proposed multi-jurisdictional recreational authority involving multiple public school systems and local governments within the county. Proposal involved the creation of an Interlocal Agreement and cost sharing financial model.

## Financial:

Directed the conversion of the historical annual financial plan to a performance-based Program Budget that is policy oriented for review by the City Commission and public in their oversight and analysis of the municipal operations. Document has consistently received the "Distinguished Budget Presentation Award" from the Government Finance Officers Association.

Management of financial and operational plan in response to the closure of the city's largest industry. Plan involved the development of an Early Retirement Incentive Program that allowed the city to reduce its workforce by approximately 11% without the need for layoffs, implementation of organization-wide restructuring plans and maintenance of subsequent budgets at historical millage levels.

Initiated annual strategic planning and budget goal setting sessions for the City Commission and department staff utilizing statistical trends and forecasts to support long-range visioning.

Participated in the financial and administrative analysis associated with the re-rating of the organization that resulted in an upgrade from Baa1 to A-, with bond interest rate proposals typically reflecting A rated entities.

Coordinated and oversaw the filing of various project applications which resulted in over \$7 million of federal, state and local grant supported projects for park improvements, infrastructure developments, housing rehabilitation programs, brownfield redevelopments, library automation and airport capital improvements.

**Developed the organization's first Capital Improvement Plan which provides a five-year development and financial strategy associated with significant public improvements and equipment purchases.**

#### Innovation/Technology:

Initiated the selection and development of computerization technology throughout the organization resulting in new hardware and software in every department, a municipal Local Area Network linking common data, a municipal website, an automated circulation and Internet access program for the library and the implementation of a geographical information system.

Coordinated the effort to eliminate fueling stations at both the municipal and public school maintenance garages which resulted in the development of a private automated attendant system that serves both entities in addition to a number of other area businesses.

Converted a limited bi-weekly residential recycling program to a weekly curbside program which includes an extensive list of eligible items, a multi-jurisdictional annual household hazardous waste program and a seasonal yard waste collection/disposal program.

#### Foundation Experience:

##### Grand Haven, Michigan:

- Assistant City Manager (1986 to 1989)
- Administrative Assistant to the City Manager (1984 to 1985)

Rockville, Maryland (1982 to 1984)

Landover Hills, Maryland (1982)

#### EDUCATION

M.P.A. The American University  
Washington, D.C. (1983)  
Concentration: Urban Affairs

B.A. Bowling Green State University  
Bowling Green, Ohio (1981)  
Majors: Political Science & History

## PROFESSIONAL AFFILIATIONS & HONORS

International City/County Management Association 30-year member  
Florida City & County Management Association 10-year member  
District VIII Director (2009 – 2012)  
Co-Chair Public Policy Committee (2010-2013)  
Technology & Public Information Committee (Co-Chair 2009-2010)  
Strategic Planning Committee (2008-2009)  
Florida League of Cities  
Legislative Committee (2011)  
**"Keys to the Cities" Task Force Member (2011)**  
Finance & Taxation Committee (2007-2009)  
Home Rule Administration Council (2006)  
Michigan Local Government Management Association (1984-2004)  
President (2000)  
Board of Directors (1995-1997)  
Chair, Winter Institute Planning Committee (1996)  
Public Policy Committee  
Nominating Committee  
Michigan Municipal League (MML)  
Trustee (1997-2000)  
Public Policy Committee (1996-2003)  
Chair, Region IV (1992)  
Chair, Local Energy Aggregation Program (2000-2003)  
National League of Cities (NLC)  
Energy & Technology Committee (2000-2003)  
Greater Gratiot Development Incorporated Board of Directors, 1992- 2003  
Chair, Gratiot County Central Dispatch Authority, 1993 - 2003  
Executive Director, Alma Local Development Authority, 1989 to 2003

## Community Service

Lakeland Area Chamber of Commerce  
Board Member (2003-present)  
Governmental Affairs Committee  
Leadership Lakeland, Class XXII (2004-2005)  
Lakeland Volunteers in Medicine (2007-present)  
Board Member  
Mid-Michigan Industries Board of Directors, 1993-2003  
Vice Chair, 1998; Treasurer, 1997  
Gratiot Area Chamber of Commerce Board of Directors, 1995-2003  
Alma Kiwanis Club, (1989-2003)  
President, 1992-1993

## Special Honors

Michigan Municipal League's "Special Award of Merit"  
Michigan Municipal League's "Excellence in Service Award"  
Florida Business Watch "Essential Piece" Inaugural Award Winner

# Recruitment Methodology

A full-service recruitment typically entails the following steps:

## **1. Organizational Inquiry and Analysis**

- Development of Recruitment Plan and Timeline
- Individual Interviews with Key Stakeholders
- Creation of Position Profile Brochure

## **2. Advertising and Marketing, Communication with Applicants and Prospects**

## **3. Initial Screening and Review**

## **4. Search Committee Briefing to Facilitate Selection of Semifinalists**

## **5. Evaluation of Semifinalist Candidates**

- Written Questionnaires
- Recorded Online Interviews
- Media Searches - Stage 1

## **6. Search Committee Briefing to Facilitate Selection of Finalists**

## **7. Evaluation of Finalist Candidates**

- Comprehensive Media Searches - Stage 2
- Comprehensive Background Investigation Reports
- DiSC Management Assessments (supplemental service)
- First Year Game Plan or Other Advanced Exercise

## **8. Interview Process**

- Face-to-Face Interviews
- Stakeholder Engagement (may occur earlier in process)
- Deliberations
- Reference Checks (may occur earlier in process)

## **9. Negotiations and Hiring Process**

- Determination of Terms of an Offer
- Negotiation of Terms and Conditions of Employment
- Press Release (if requested)



## **Step 1: Organizational Inquiry and Analysis**

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### **Development of Recruitment Plan and Timeline**

SGR will meet with the client at the outset of the project to finalize the recruitment plan and timeline. At this time, SGR will also request that the client provide us with photos and information on the community, organization, and position to assist us in drafting the position profile brochure.

### **Individual Interviews with Key Stakeholders**

SGR devotes tremendous energy to understanding your organization's unique culture, environment, and goals to ensure you get the right match for your particular needs. Fully understanding your organizational needs is the most critical part of conducting a successful executive recruitment. In consultation with the Search Committee, SGR will develop a list of individuals to meet with about the position. These interviews identify issues that may affect the dynamics of the recruitment, as well as develop a composite understanding of the position, special considerations, and the political environment. This process helps with organizational buy-in and will assist us in developing the position profile.

### **Development of Position Profile Brochure**

Following the individual interviews, SGR will develop a draft position profile brochure that is reviewed and revised in partnership with your organization until we are in agreement that it accurately reflects the sought-after leadership and management characteristics.

To view sample recruitment brochures, please visit:

<https://www.governmentresource.com/executive-recruitment/open-recruitments-528>

## **Step 2: Advertising and Marketing, Communication with Applicants and Prospects**

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### **Advertising and Marketing**

The Executive Recruiter and client work together to determine the best ways to advertise and recruit for the position. SGR's Servant Leadership e-newsletter, where your position will be announced, reaches over 45,000 subscribers in all 50 states. We will also send targeted emails to opt-in subscribers to SGR's Job Alerts. Your position will be posted on SGR's Website, [GovernmentResource.com](http://GovernmentResource.com), and on SGR's Job Board, [SGRjobs.com](http://SGRjobs.com). SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on Facebook, Twitter, Instagram, and LinkedIn. Ads are also typically placed in various state and national publications, targeting the most effective venues for reaching qualified candidates for that particular position.

### **Communication with Prospects**

SGR communicates with interested prospects on ongoing basis during the recruitment process. Outstanding prospects often will not submit a resume until they have done considerable homework on the available position. A significant number of inquiries will be made, and it is essential that the executive search firm be prepared to answer those questions with fast,

accurate, and complete information, and in a warm and personal manner. This is one of the first places a prospective candidate will develop an impression about the organization, and it is an area in which SGR excels.

### **Communication with Active Applicants**

Handling the flow of resumes is an ongoing and significant process. On the front end, it involves tracking resumes and promptly acknowledging their receipt. It also involves timely and personal responses to any questions or inquiries. SGR communicates frequently with applicants to ensure they stay enthusiastic and informed about the opportunity. SGR utilizes Google Alerts and sends weekly update emails to active applicants regarding the organization and community.

### **Step 3: Initial Screening and Review**

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SGR uses a triage process to identify high-probability, medium-probability, and low-probability candidates. The triage ranking is focused on overall assessment based on interaction with the applicant, qualifications, any known issues regarding previous work experience, and evaluation of cultural fit with the organization.

In contrast with the triage process described above, which focuses on subjective assessment of the resumes and how the candidates present themselves, we also evaluate each candidate to ensure that the minimum requirements of the position are met and determine which preferred requirements are met. This sifting process assesses how well candidates' applications fulfill the recruitment criteria outlined in the Position Profile.

### **Step 4: Search Committee Briefing / Selection of Semifinalist Candidates**

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At this briefing, SGR will provide a comprehensive progress report and facilitate the selection of up to 12 semifinalists. The presentation will include summary information on the process so far, the candidate pool overall, and any trends or issues, as well as a briefing on each candidate and their credentials.

### **Step 5: Evaluation of Semifinalist Candidates**

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Reviewing resumes is an important and valuable step in the executive recruitment process. However, resumes can be misleading. Resumes fail to disclose the individual's personal qualities and his or her ability to get along with other people. Resumes can also exaggerate or inflate accomplishments and experience. SGR's responsibility is to go deeper than the resume to ensure that those candidates who continue in the process are truly outstanding. SGR's goal is to have a clear understanding of the person behind the resume and what makes them an outstanding prospect for you. The evaluation of semifinalist candidates includes follow-up when appropriate to ask any questions about underlying issues.

### **Written Questionnaires**

SGR will ask semifinalist candidates to complete a comprehensive written exercise designed to provide greater insight into candidate thought processes and communication styles. SGR's written instrument is custom designed around the priorities identified by the Search Committee and usually includes questions focusing on key areas of particular interest to the client. This written instrument will be included in the semifinalist briefing book along with cover letters and resumes submitted by the candidates.

### **Recorded Online Interviews**

SGR will ask semifinalist candidates to complete online interviews. This provides a very insightful, efficient and cost-effective way to gain additional insights to utilize in selecting finalists you want to invite for an onsite interview. The recorded online interviews allow the Search Committee to evaluate technological competence, demeanor, verbal communication skills, and on-camera presence. Online interviews also convey to candidates that the organization is using leading edge technology in its business processes and provide an opportunity for the Search Committee to ask candidates questions on specific topics of special interest. Links to view the online interviews are emailed to the Search Committee members for viewing at their convenience prior to selection of finalist candidates.

### **Media Searches - Stage 1**

"Stage 1" of our media search process involves the use of the web-based interface Nexis Diligence™. This platform is an aggregated subscription-based platform that allows access to global news, business, legal, and regulatory content. These media reports at the semifinalist stage have proven helpful by uncovering issues that may not have been previously disclosed by prospective candidates. The recruiter will communicate any "red flags" to the Search Committee immediately upon discovery.

## **Step 6: Search Committee Briefing / Selection of Finalist Candidates**

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Prior to this briefing, SGR will provide each member of the Search Committee with a briefing book on the semifinalist candidates. The briefing book includes cover letters, resumes, and completed questionnaires. The link to view the online interviews is emailed separately to Search Committee members. The purpose of this briefing is to facilitate narrowing the list to up to 5 finalists who will be invited for personal interviews.

## **Step 7: Evaluation of Finalist Candidates**

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### **Comprehensive Media Searches - Stage 2**

"Stage 2" of our media search process includes the web-based interface Nexis Diligence™ along with Google as a supplementary tool. By utilizing both, we can provide our clients with an enhanced due diligence process to help vet potential candidates in an efficient and comprehensive manner, which reduces the risk of overlooking important information.

The Stage 2 media search consists of a more complex search, which also includes social media platforms, and has proven helpful in analyzing possible adverse news about the candidate by uncovering issues that may not have been previously disclosed by the candidate. The media search gives the Search Committee an overview of the type and extent of press coverage that a candidate has experienced over the course of their career. View a sample media report at: <http://bit.ly/SGRSampleMediaReport>.

### **Comprehensive Background Investigation Reports**

Through SGR's partnership with a licensed private investigation firm, we are able to provide our clients with comprehensive background screening reports that include the detailed information listed below. View a sample background report at: [bit.ly/SGRSampleBackgroundReport](http://bit.ly/SGRSampleBackgroundReport).

- Social Security number trace
- Address history
- Driving history/motor vehicle records
- Credit report (if desired)
- Federal criminal search
- National criminal search
- County warrants and warrants for previous 10 years
- Global homeland security search
- Sex offender registry search
- State criminal search (for current and previous states of residence)
- County civil and criminal search (for every county in which candidate has lived or worked) for previous 10 years
- Education verification
- Employment verification (if desired)
- Military verification (if desired)

### **DiSC Management Assessments (supplemental service)**

SGR uses a DiSC Management assessment tool, which is among the most validated and reliable personal assessment tools available. The DiSC Management assessment analyzes and reports comprehensively on the candidate's preferences in five vital areas: management style, directing and delegating, motivation, development of others, and working with his/her own manager. View a sample report at: [bit.ly/SGRDiscProfileSample](http://bit.ly/SGRDiscProfileSample). For assessments of more than two candidates, a DiSC Management Comparison Report is included, which provides a side-by-side view of each candidate's preferred management style. View a sample comparison report at: [bit.ly/SGRDiscTeamReport](http://bit.ly/SGRDiscTeamReport).

### **First Year Game Plan or Other Advanced Exercise**

SGR will work with your organization, if desired, to develop an advanced exercise for the finalist candidates. One example of such an exercise is a "First Year Game Plan," a process where finalist candidates are provided with the contact information for elected officials, key staff, and community leaders and then given free rein to make contact with all of them in advance and use those insights to develop a "first year game plan" based on what they know so far.

Feedback is received from the key contacts on their impressions of the finalist candidates from the interactions with the candidates prior to the interviews. This exercise provides the opportunity to evaluate candidates' written and interpersonal communication skills, as well as critical analysis skills.

## **Step 8: Interview Process**

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### **Face-to-Face Interviews**

SGR will schedule interviews at a date/time convenient to your organization. This process can be as simple, or as complex, as your organization desires. SGR will help you determine the specifics and assist in developing the interview schedule and timeline. SGR will prepare sample interview questions and will participate throughout the process to make it smooth and efficient.

### **Stakeholder Engagement**

At the discretion of the Search Committee, we will work closely with your organization to engage stakeholders in the recruitment process. Our recommendation is that we design a specific stakeholder engagement process after we learn more about the organization and the community. Different approaches work best in different communities. We will collaborate with your organization to determine which option, or combination of options, will be the most effective for the unique needs of the organization.

- Stakeholder survey (supplemental service, can be provided at an additional cost)
- Interviewing community leaders at the outset of the recruitment;
- Holding a public forum for citizen engagement at the outset of the recruitment;
- Community leader reception;
- Meet and greet;
- Search Committee and key community leader dinner meeting;
- "Round Robin" forum meetings with various community groups during a multi-day interview process.

### **Deliberations**

SGR will facilitate a discussion about the finalist interviews and assist the Search Committee in making a hiring decision or in deciding whether to bring back one or more candidates for a second interview.

### **Reference Checks**

SGR uses a progressive and adaptive automated reference check system to provide insights on candidates' soft skills from a well-rounded group of references. References may include elected officials, direct supervisors, direct reports, internal organizational peers, professional peers in other organizations, and civic leaders. SGR's reference check platform is anonymous, which is proven to encourage more candid and truthful responses, in turn providing organizations with more meaningful and insightful information on candidates. SGR provides a written summary report to the organization once all reference checks are completed. The timing of reference

checks may vary depending on the specific search process and situation. If the names of the finalists are made public prior to interviews, SGR will typically contact references prior to the interview process. If the names of the finalists are not made public prior to interviews, SGR will typically wait until the organization has selected its top candidate before calling references in order to protect candidate confidentiality.

## **Step 9: Negotiations and Hiring Process**

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### **Determine the Terms of an Offer**

Upon request, SGR will provide appropriate employment agreement language and other helpful information to assist you in determining an appropriate offer to extend to your candidate of choice.

### **Negotiate Terms and Conditions of Employment**

SGR will assist to whatever degree you deem appropriate in conducting negotiations with the chosen candidate. SGR will determine and define any special needs or concerns of the chosen candidate, including anything that could be a complicating factor. SGR is experienced and prepared to help craft win-win solutions to negotiation “log-jams.”

### **Press Release (if requested)**

Until you have “sealed the deal,” you should be cautious in order to avoid the embarrassment of a premature announcement that does not work out. It is also best practice to notify all senior staff and unsuccessful candidates before they read about it in the newspaper. SGR will assist with this coordination and with drafting any announcements or press releases.

## **Satisfaction Surveys**

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SGR is committed to authentically following the golden rule by providing prompt, professional and excellent communication and always treating every client with honor, dignity and respect. We ask clients and candidates to complete a brief and confidential survey after the completion of their recruitment. This helps us strive to continuously improve our processes and meet the changing needs of the workforce.

## **Supplemental Service: Post-Hire Team Building Workshop**

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SGR can provide a customized team building workshop after you hire for the position. SGR utilizes I-OPT, which is a validated measurement tool that shows how a person perceives and processes information. Because people “see” different things when they assess a situation, they are motivated to take various courses of action, so understanding you and your colleagues’ I-OPT Profiles will enable you to work much more effectively as a team. This service can be provided at an additional cost. View sample I-OPT reports at: [bit.ly/sampleIOPReports](http://bit.ly/sampleIOPReports).



**Requested involvement and assistance from City staff includes:**

- Provide photos/graphics and information necessary to develop recruitment brochure
- Respond to drafts of documents and reports in a timely manner; failure to do so may extend timelines and can negatively impact the outcome of the process
- Refer all prospective applicants to SGR and not accept applications independently during the recruitment process
- Provide legal opinions to SGR regarding when and if any information must be released in accordance with Public Information requests
- Directly reimburse finalists for travel-related expenses to interview
- Provide bottled water, coffee, etc., for finalist interviews and/or meet-and-greets
- Provide transportation for community tours and other aspects of finalist interview process, as needed
- Reserve conference rooms or other meeting rooms as needed throughout the recruitment process
- Assist with scheduling stakeholder interviews and stakeholder group meetings
- Assist with scheduling SGR meetings with City Team
- Provide technology set-up for meetings, as needed

# Projected Timeline

Holidays may affect recruitment schedule.

Task	Weeks
<ul style="list-style-type: none"> <li>Contract Executed</li> <li>Develop Recruitment Plan, Timeline</li> <li><u>Individual Interviews with Key Stakeholders</u></li> </ul>	Week 1
<ul style="list-style-type: none"> <li><u>Deliverable: Position Profile Brochure</u></li> <li>Search Committee Reviews and Approves Brochure</li> </ul>	Weeks 2-3
<ul style="list-style-type: none"> <li>Advertising and Marketing</li> <li>Accept Applications</li> <li>Communication with Prospects and Applicants</li> </ul>	Weeks 4-7
<ul style="list-style-type: none"> <li>Initial Screening and Review</li> </ul>	Week 8
<ul style="list-style-type: none"> <li><u>Search Committee Briefing</u> / Select Semifinalists</li> <li>Questionnaires and Recorded Online Interviews</li> <li>Media Searches - Stage 1</li> </ul>	Week 9
<ul style="list-style-type: none"> <li><u>Deliverable: Semifinalist Briefing Books and Online Interviews</u></li> </ul>	Week 10
<ul style="list-style-type: none"> <li><u>Search Committee Briefing</u> / Select Finalist Candidates</li> </ul>	Week 11
<ul style="list-style-type: none"> <li>Comprehensive Media Searches - Stage 2</li> <li>Comprehensive Background Investigation Reports</li> <li>DiSC Management Assessments (supplemental service)</li> <li>First Year Game Plan or Other Advanced Exercise</li> </ul>	Weeks 12-13
<ul style="list-style-type: none"> <li><u>Deliverable: Finalist Briefing Books</u></li> </ul>	Week 14
<ul style="list-style-type: none"> <li><u>Face-to-Face Interviews</u></li> <li>Stakeholder Engagement (may occur earlier in process)</li> <li>Deliberations</li> <li>Reference Checks (may occur earlier in process)</li> <li>Negotiations and Hiring Process</li> </ul>	Week 15



An aerial photograph of Midland, Michigan, serves as the background for the top half of the page. The image shows a wide river flowing through the city. A prominent feature is a circular building with a green roof, situated near a parking lot. A bridge with a distinctive arch design crosses the river in the lower right. The surrounding area is lush with green trees and includes various commercial and residential buildings.

**CITY MANAGER**  
*City of Midland, Michigan*

EXECUTIVE SEARCH PROVIDED BY STRATEGIC GOVERNMENT RESOURCES





## THE COMMUNITY

The City of Midland is ideally situated in the picturesque Great Lakes Bay Region, in Michigan's Lower Peninsula. The City covers 36.06 square miles, making it the fifth-largest city in the state in terms of land size, and has a population of 42,393. This dynamic city provides the amenities of big city life with all the charm and safety of a mid-sized community. Known as the "The City of Modern Explorers," Midland boasts great connectivity with not only MBS International Airport just 15 minutes away, but also Jack Barstow Municipal Airport, the community's general aviation airport providing private and corporate jet service. Additionally, convenient access to major highways and interstates makes it easy to reach an array of vacation, sightseeing, and entertainment spots, including the Great Lakes.

Light traffic, a healthy economy, affordable cost of living, impressive housing options, excellent schools, and convenient access to regional attractions have garnered the City many awards and accolades over the years, including a "Top 10 Cities in Michigan" ranking by Movoto. Midland has also been recognized as a great place to find and keep a job, live safely, and enjoy an active nightlife and recreation opportunities. The City has been ranked nationally as one of the best small cities in which to raise a family in part due to its reputation as one of the safest cities in Michigan.

Midland provides abundant cultural, recreational, and educational activities for its residents. The community enjoys a variety of arts, entertainment, and enrichment opportunities through Dow Gardens and Whiting Forest, the Alden B. Dow Home and Studio, the Herbert D. Doan Midland County History Center, the Alden B. Dow Museum of Science and Art, and multiple performance stages housed at the Midland Center for the Arts. Popular annual events such as Riverdays, Festifall, Tapped, Tunes by the Tridge, Main Street Glow, Holly Jolly Days, Jingle Bell Fun Run and Midnight on Main draw visitors from throughout the region.

Opportunities to enjoy the outdoors abound at Chippewa Nature center and 72 community parks and playgrounds including City Forest, Chippewassee Park, Plymouth Pool, and Kiewassee Lake at Stratford Woods Park. Walking and biking trails wind throughout the community and include the Tridge, a three-legged wooden pedestrian bridge (pictured on the cover page) which connects downtown to Chippewassee Park and the Redcoats Softball Complexes by crossing the Tittabawassee River where it is joined by the Chippewa River. The Pere Marquette Trail, a 30-mile paved scenic trail connects Midland to Clare, MI, has a trailhead at the base of the Tridge.

# THE COMMUNITY

## CONTINUED

For sports enthusiasts, Midland is home to Dow Diamond and the Great Lakes Loons, a Single-A minor league team partner of the Los Angeles Dodgers. There is also the Greater Midland Tennis Center, Currie Golf Course, the Greater Midland Curling Club, the Midland Soccer Club, and the Midland Civic Arena which is an indoor arena housing NHL and Olympic-sized ice rinks as well as an indoor turf facility. Midland has a rich history in softball and currently has 256 adult and youth softball teams.

The City has a long history of being a chemical industry hub. Dow Chemical, a Fortune 500 Company, was founded in Midland in 1897 and the City remains its global corporate headquarters. Dow Chemical is the area's top employer with over 6,000 employees, with MidMichigan Health, Midland Public Schools, Chemical Bank, City of Midland, Northwood University, Greater Midland, Three Rivers Construction, and Meijer accounting for a significant portion of jobs in the area. There has been a significant push, with more initiatives planned for the future, to diversify Midland's local economy to facilitate sustainable growth, with area residents closely watching the Dow/DuPont corporate merger activities.

Midland students are served by Midland Public Schools (MPS). MPS consists of seven elementary schools, two middle schools, and two high schools. The district enjoys a long-standing tradition of excellence. Thanks to the passage of a bond by voters in 2015 to update facilities, and with the combined support of over \$3 million in grants from local area foundations, the MPS STEM Strategic Plan provides students with access to quality STEM learning opportunities throughout their K-12 learning experience. For those pursuing higher education, there are several colleges and universities available. Northwood University has its campus in Midland and Central Michigan University, Delta College, and Davenport University all have branches in Midland. Saginaw Valley State University is less than 20 miles away.

The City has a median household income of \$56,311 and a median home value of \$140,900.



## MISSION STATEMENT

That the inhabitants of the City of Midland may live well through the effective maintenance of public safety, health, and welfare via efficient provision of public services, activities, and enterprises which reflect intelligent opinion as to the needs of the community.

## GOALS

1. Economic Sustainability
2. Outstanding Quality of Life
3. Effective Stewardship of Resources



# GOVERNANCE AND ORGANIZATION

The City of Midland operates under the Council-Manager form of government. The Midland City Council is made up of five members elected from the wards in which the candidates reside. Council members are elected for two-year terms. The Mayor is chosen from the elected Council by a vote of its members and the City Council appoints the City Manager and City Attorney.

The Manager is hired to serve the Council and the community and to bring to the local government the benefits of training and experience in administering local government projects and programs on behalf of the governing body. The Manager prepares a budget for the Council's consideration, recruits, hires, and supervises the government's staff, serves as the Council's chief advisor, and carries out the Council's policies. The City Council counts on the Manager to provide complete and objective information, anticipate rather than react, and provide knowledgeable recommendations on both long and short-term policy matters. Direct reports include Police, Fire, Human Resources, Library, Planning/Assistant City Manager for Development Services, Utilities, Fiscal Services/Assistant City Manager, and Clerk/Community Relations.

The City provides a full array of services including Police, Fire, Human Resources, Planning (Building and Senior Housing), Public Services (Streets, Solid Waste, Parks, Recreation, Forestry, Fleet, Cemetery, and Dial-a-Ride Transportation), Fiscal Services (Assessing, Treasurer, Finance, and Purchasing), Information Services, Midland Civic Arena (ice & indoor turf facility), Currie Golf Course, Utilities (Water, Wastewater, Landfill, Storm Water Management, and Renewable Gas-to-Energy Plant), Engineering (general aviation airport), and Library (MCTV).

The City has an Annual Consolidated Budget of \$97.4 million and employs 327 full-time and 111 part-time employees. Most employees are represented by collective bargaining agreements with the following unions: Midland Municipal Employees Association (MMEA), Midland Supervisory Employees Association (MMSEA), International Association of Fire Fighters (IAFF), Police Officers Association of Michigan (POAM), Police Officers Labor Council/Midland Police Command Group, and United Steelworkers AFL-CIO-CLC.



# LEADERSHIP AND INNOVATION

The next City Manager will be tasked with devising both short and long-term strategies that make the best use of the City's many assets and address the issues and challenges that the City currently faces and will face in the near future:



## FAMILY, CORPORATE, AND COMMUNITY FOUNDATIONS

These foundations include the Rollin M. Gerstacker, Charles J. Strosacker, the Herbert H. & Grace A. Dow, the Alden and Vada Dow Family, the Dow Corporate, and the Midland Area Community Foundations. Historically, the various foundations have provided significant financial support to various public capital projects and community initiatives. Philanthropic support for the City organization is deeply ingrained in Midland's culture, with the municipal organization playing a key role in communicating community concerns and priorities in partnership with the foundations as a regular part of public projects and initiatives financing strategies.

## REGIONAL FOCUS-SAGINAW, MIDLAND, AND BAY CITY (GREAT LAKES BAY REGION)

City/County relations are excellent, with a shared administrative campus and numerous intergovernmental partnerships and programs. The City Manager is expected to build upon a strong foundation of cooperation between the City, county government and surrounding townships. Ongoing cooperation with nearby Saginaw and Bay City will need to be maintained.

## LOCAL EMPLOYMENT AND COMMUNITY FINANCIAL SUSTAINABILITY

- Economic development is provided through public-private partnerships with major stakeholders comprised of the Midland Business Alliance, the Midland Area Chamber of Commerce, Midland Tomorrow, and the Michigan Baseball Association. A recent Buxton Customer Analysis identified targeted retail and restaurants that could be successful in Midland, with targeted outreach by local economic development stakeholders at the International Council of Shopping Centers.
- Dow Chemical is currently involved in a merger with DuPont, also one of the world's largest chemical manufacturers. If the merger proceeds as planned, the new corporation, DowDuPont, will be split into three independent publicly traded corporations. The largest of these three corporations is expected to maintain operations and corporate headquarters in the City of Midland. The community is closely monitoring the merger and the resulting impacts on employment and associated business lines that will remain in Midland, and the long-term inherent implications with the significant merger of international companies.
- The community understands the importance that Dow plays in the vitality of the community and works closely with the local company leadership on a regular basis to ensure industry-community issues and priorities are understood, and to explore mutually beneficial strategies and outcomes. There is a strong desire to diversify the economy beyond Dow, and supporting businesses and industries. Dow, the Midland Cogeneration Venture (MCV) and other major employers have looked to the City to assist in promoting Midland as the competitive alternative for future investments and developments.







# LEADERSHIP AND INNOVATION

CONTINUED

## POPULATION GROWTH

Midland's population has been level and is getting older. The new City Manager will work with economic and community stakeholders to help change Midland's "Sense of Place" so that it is more welcoming to the younger, next generation workforce. More nightlife offerings, unique restaurants, and other "placemaking" opportunities are being advanced. There is a strong desire to preserve and respect Midland's past heritage while promoting initiatives to develop additional urban amenities and distinctive housing options.

## DEVELOPMENT OPPORTUNITIES

- Downtown redevelopment is ongoing, with a significant streetscape project slated for this summer.
- The Midland Mall is in foreclosure and has lost several large anchor chains, and there are community concerns about the impact of store closings.
- Infrastructure, street conditions, and growing traffic concerns in some commercial corridors will require long-term strategies that factor in future growth.
- The "Center City District" redevelopment initiative will require City/TIF focus and assistance.
- There is currently a need to encourage the development of more diverse housing opportunities, including both workforce and "upscale" rental offerings.

## UNFUNDED PENSION LIABILITIES & OPEB

The City participates in the Municipal Employees Retirement System of Michigan (MERS) for its civilian pension program and has an independent Act 345 Pension Plan for Police and Fire administered by an internal board. Both pension plans have unfunded pension liabilities. The next City Manager will need to remain focused on monitoring the City's various strategies to reduce pension and OPEB unfunded liabilities to ensure the organization continues to be proactive in addressing the issues while still providing competitive benefits in order to attract outstanding talent to work for the City.



# IDEAL CANDIDATE

The City of Midland is seeking a progressive, visionary leader with a strong, service-oriented approach to managing municipal operations to be its next City Manager. The ideal candidate will consider future issues and outcomes and proactively develop strategies with the City Council to accomplish desired results. Midland has a history of long-tenured city managers, and the chosen candidate will be expected to commit a reasonable period of time and tenure in service to the City of Midland, rather than looking at this unique opportunity as a stepping stone to a future position. A seasoned professional who is engaged and visible within the community, willing to facilitate community discussions productively and collaboratively, and who is passionate about providing exceptional service to residents will excel in this position.

The next City Manager will work successfully with the Council and will effectively represent the City in economic development, municipal operations, intergovernmental relations, and recommending strategies for both short and long-range goals and initiatives, demonstrating a deep understanding of community engagement and Council decision-making processes. The City of Midland desires a politically astute City Manager who possesses a high degree of personal and professional integrity, with a willingness to diplomatically offer alternative professional views, concerns, and implications to proposed policy considerations. The selected candidate should be well-versed in addressing community issues, with experience successfully managing a highly participatory community and working openly and transparently with diverse stakeholders with strong opinions. An articulate communicator with excellent public speaking skills, the selected individual must be able to interact effectively

with diverse groups within the organization and community.

A decisive individual with an entrepreneurial attitude, the new City Manager will not be afraid to take calculated risks that put the City on the path to sustainable growth. The City Manager will work closely with philanthropic and private funding sources in support of public projects and initiatives, and must possess the collaborative skills necessary to bring diverse stakeholders and viewpoints to coalesce around common themes to advance community goals. A demonstrated history of successful economic and community development, with experience in diversifying the local economy and expanding local employment opportunities is essential, with experience working with Global Fortune 500 companies a plus. A candidate with sound financial judgment and budgeting skills who can effectively and proactively balance funding challenges with the desire for exceptional municipal services is ideal. Experience with collective bargaining and flood response strategies is also strongly desired.

The City Manager will possess the interpersonal and managerial skills necessary to lead and mentor a group of highly experienced and dedicated employees, uniting staff with a shared sense of purpose and supporting a culture of excellence at all levels within the organization.

The City Manager will lead by example and should be sensitive to employee morale, with a history of developing staff and encouraging teamwork within and across departments. The chosen candidate will empower staff and provide them with a wide latitude of responsibilities under an overall leadership strategy that encourages accountability.

# EDUCATION AND EXPERIENCE

The selected candidate must hold a bachelor's degree in public administration, political science, business administration, or urban planning, or a bachelor's degree in another field that when combined with experience is sufficient to demonstrate the ability to perform the job. A master's degree is preferred. The selected candidate must have ten years of progressively responsible experience in the management of municipal operations or an equivalent combination of training and experience that provides equivalent knowledge, skills, and abilities. The selected individual will be required to reside in the City within a reasonable period of time following appointment to the position.



## COMPENSATION AND BENEFITS

The salary range for this position is \$132,143-\$170,743. The City participates in the Municipal Employees' Retirement System (MERS) and provides an additional contribution of 5% of base salary to an ICMA 457 deferred compensation plan. A full range of benefits is provided, including health and life insurance, a generous leave package, up to \$500 annual reimbursement for expenses associated with membership in community service organizations, 100% payment of professional dues, reimbursement for memberships and fees for required licenses and certifications, and car and cell phone allowances.

## APPLICATION PROCESS

Please apply online at: <http://bit.ly/SGRCurrentSearches>

For more information on this position contact:

**Doug Thomas, Senior Vice President**  
Strategic Government Resources  
[DouglasThomas@GovernmentResource.com](mailto:DouglasThomas@GovernmentResource.com)  
863-860-9314



This position is open until filled. To view the status of this position, please visit: <http://bit.ly/SGRCurrentSearches>

The City of Midland is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists for this position will be subject to a comprehensive background check.

## RESOURCES

**City of Midland**  
[www.cityofmidlandmi.gov](http://www.cityofmidlandmi.gov)

**Midland Area Chamber of Commerce**  
[www.macc.org](http://www.macc.org)

**Midland Tomorrow**  
[www.midlandtomorrow.org](http://www.midlandtomorrow.org)

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# CITY MANAGER

CITY OF BLAINE, MINNESOTA



EXECUTIVE SEARCH PROVIDED BY STRATEGIC GOVERNMENT RESOURCES





## THE COMMUNITY

Blaine, Minnesota, is located in Anoka County, approximately 13 miles from Minneapolis and 20 miles from St. Paul. The City consists of 34 square miles of pristine wetlands and preserved woodland areas made even more appealing by attractive residential areas, viable industrial/commercial parks, and thoughtful planning. It is easily accessible from major roadways in the Twin Cities, including Interstate 35-W and Highways 10 and 65, which makes it an ideal location for both business and residential development. Recognized by Money Magazine as one of the “Top 100 Best Places to Live,” Blaine is a vibrant and growing community of 65,369 residents who enjoy convenient access to outstanding amenities and a high quality of life. With strong and attractive neighborhoods, a thriving business community, and countless recreational opportunities, Blaine is a perfect place to live, work, and play.

Blaine became a township in 1954 and was incorporated as a city in 1964. The City's growth remained slow until after World War II when starter home developments began to spring up in the southern part of town. As the Minneapolis/St. Paul area began to enjoy rapid growth, Blaine's wide-open spaces became attractive to many people looking for the suburban lifestyle just a short distance from both downtown Minneapolis and St. Paul. It is now the fastest growing suburban area in Minnesota and the 11th largest city in the state. The City is expected to add 20,000 residents over the next twenty years. Blaine has a median home value of \$202,000 and a median household income of \$80,423.



**65 PARKS  
ENCOMPASSING  
753 ACRES OF  
LAND**



**OVER 75 MILES  
OF TRAIL  
CORRIDORS**



**826 ACRES OF  
OPEN SPACE**



**500 ACRES FOR  
THE BLAINE  
WETLAND  
SANCTUARY**



## THE COMMUNITY

CONTINUED

The City is also home to the 650-acre National Sports Center, an Olympic-class training facility. It includes a soccer stadium, over 50 full-sized soccer fields, a golf course, a velodrome, a meeting and convention facility, and an eight-sheet ice rink, the Schwan Super Rink, which is the largest ice arena of its kind in the world. The National Sports Center has hosted numerous national and world championship events in soccer, hockey, figure skating, short track speed skating, broomball, rugby, and lacrosse. Each July, the National Sports Center plays host to Schwan's USA CUP, the largest soccer tournament in the Western Hemisphere. Another major recreational attraction is the Tournament Players Club (TPC) of the Twin Cities golf course, home to the 3M Championship since 2001. Beginning in 2019, the 3M Championship Senior PGA Tour event will become the 3M Open, a Fed-Ex Cup PGA Tour event to be held in July.

The City has over 2.5 million square feet of commercial development making Blaine a regional hub for retail activity in the metro area. Shopping options include the 1.3 million square foot regional Northtown Mall, National Market Center, Northcourt Commons Victory Village, and Village of Blaine. Blaine has eleven industrial parks and is home to nearly 1,500 businesses, including the corporate headquarters of Aveda Corporation, Bermo, Inc., Dayton Rogers Manufacturing Company, and Infinite Campus, a software development company. The Anoka County Airport is located in Blaine and is one of the metro area's busiest reliever airports.

The City of Blaine is served by three school districts (Anoka-Hennepin #11, Centennial #12, and Spring Lake Park #16) with over 11,800 local students, as well as one community college. The University of Minnesota, the University of St. Thomas, and six other colleges/universities are within easy commuting distance from Blaine.



# GOVERNANCE AND ORGANIZATION

## MISSION

The mission of the City of Blaine is to provide ongoing, quality municipal services and to bring about quality and balanced residential and commercial/ industrial development through the teamwork of the City Council, City Commissions, City staff, and residents.

Blaine is a full-service city operating under a home-rule charter and is governed under the council-manager form of government. The City Council is a seven-member elected body, with the Mayor elected at-large for a four-year term. Council members are elected for four-year staggered terms by ward. The City has three Council wards, with two Council members representing each district. Only one of the two ward representatives is up for re-election in any given year. The Mayor and Council are elected on a non-partisan basis.

The City Council appoints the City Manager who serves as the City's Chief Administrative Officer. The current City Manager is retiring in July, following service to the community for close to twelve years. The City Manager is responsible for the day-to-day management of the City, its operations, and overall financial administration and condition. Municipal services include Administration, Finance, Information Technology, Safety Services (including Fire Services, provided by a three-city intergovernmental joint action agency), Public Services, Public Works, and Community Development. Several Boards and Committees support the municipal government including the Charter Commission, Parks Advisory Board, Planning Commission, Senior Advisory Committee, Natural Resource Conservation Board, Traffic Commission, and Special Board of Review.

The City employs 214 full-time and part-time personnel and functions with a \$32 million General Fund operating budget. Employees are represented by four separate collective bargaining groups including the International Union of Operating Engineers, Local 49 (Public Works); Law Enforcement Labor Services, Local 392 (Police Captains); Law Enforcement Labor Services, Local 340 (Police Sergeants); and Law Enforcement Labor Services, Local 165 (Police Officers).

# LEADERSHIP AND INNOVATION

## Strategic Planning:

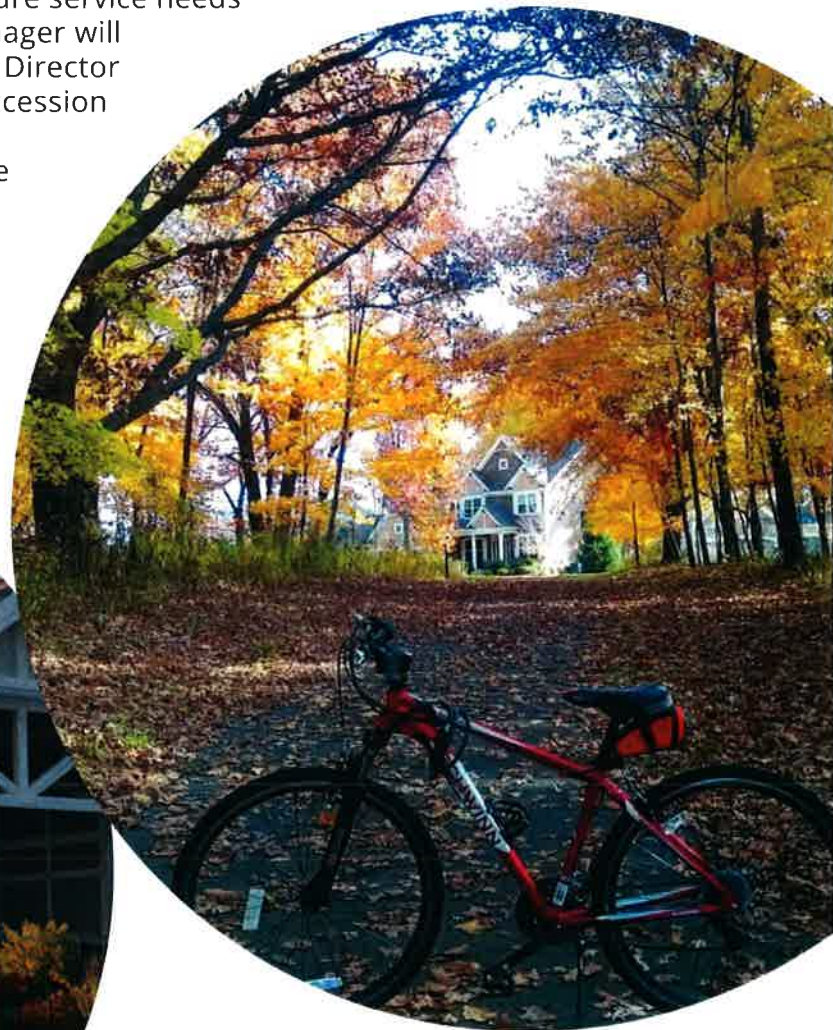
A priority for the next City Manager will be the review of the City's Strategic Plan with an eye toward refinement of Blaine's vision, mission, goals, priorities, and organizational values to reflect the changing growth patterns and demographics of the community. The Manager will play a key role in helping to develop a common understanding of the City's Strategic Plan with the City Council, the municipal organization, and the community.

## Council Orientation:

The Blaine City Council has undergone changes in recent years, with longer-term Council members opting not to run for re-election. There are currently four relatively newly elected members with 0-2 years of experience, with both a long-serving Mayor and another Council Member indicating that this will be their last terms. Accordingly, the next City Manager must possess good board skills, develop strong relationships with Council members, and work closely with a younger-tenured governing body to assist them in establishing sound governance principles.

## Organizational Structure, Succession Planning, and Class & Compensation Study:

The next City Manager will review the current organizational structure to determine if it aligns with the current and future service needs of the community. As part of this effort, the Manager will need to fill a currently vacant Human Resources Director position. There is also a desire to implement succession planning programs to address other anticipated retirements to ensure business continuity. These efforts will need to be coordinated with the completion of a new position classification and compensation study that is currently underway.







## IDEAL CANDIDATE

The City of Blaine is searching for a City Manager who is passionate about local government and dedicated to providing exceptional customer service. The ideal candidate will have the ability to view the big picture while managing the final details that will help the City accomplish its goals. An entrepreneurial, creative strategist, the City Manager will play a vital role in guiding this diverse City as it continues to grow and change into a uniquely livable community for all residents.

The chosen candidate will be a highly visible member of the community and must be comfortable with the public nature of this position. The City Manager will engage residents through strategic partnerships with community stakeholders and develop strong state partnerships to advance Blaine's priorities with the state legislature and other intergovernmental agencies. Strong communication skills and a high level of emotional intelligence, as well as marketing and public relations skills, will be essential.

A strong, decisive leader who is open and approachable, the new City Manager will serve as a mentor to staff and provide effective support without micromanaging. The selected candidate will foster open communication and collaboration across departments and encourage employee engagement, building consensus and uniting staff with a shared sense of purpose. Strong negotiation skills are required for this position.

The next City Manager will lead the City's efforts to transition its focus from that of a high-growth suburb to that of an established city with stable growth and redevelopment opportunities. It will be important for the selected individual to understand the need for balance between growth and development and the need for open space. The City Manager must possess a sound financial acumen and have extensive experience with capital planning and project management in order to help educate the community about the importance of asset management. A candidate with extensive collective bargaining experience is strongly desired.







## EDUCATION AND EXPERIENCE

A bachelor's degree from an accredited college or university in public administration, finance, or a closely related field is required; a master's degree in public administration, finance, or a closely related field is preferred. The selected candidate must have a minimum of seven (7) years of progressively responsible experience as a city/town manager, assistant manager, or as a senior municipal department director or division manager in a community of comparable size and complexity, including administration of public personnel, financial administration, and business development. Any combination of education and work experience that provides the required knowledge and skills will be considered. An ICMA Credentialed Manager (ICMA-CM) is preferred.

## COMPENSATION AND BENEFITS

The City of Blaine offers a competitive salary, depending on qualifications and experience. Applicants should note that under Minnesota state law, local governments cannot pay employees more than 110% of the Governor's salary (currently calculated at \$175,621) without a waiver from the state. The City offers a retirement plan through the Public Employees Retirement Association (PERA). A full range of other benefits is provided, including medical, dental, and life insurance, as well as paid holiday and vacation time.





## APPLICATION PROCESS

Please apply online at: <http://bit.ly/SGRCurrentSearches>

For more information on this position contact:

**Doug Thomas, Senior Vice President Recruiting**

Strategic Government Resources

[DouglasThomas@GovernmentResource.com](mailto:DouglasThomas@GovernmentResource.com)

863-860-9314

or

**Heather Johnston, Senior Vice President**

Strategic Government Resources

[HeatherJohnston@GovernmentResource.com](mailto:HeatherJohnston@GovernmentResource.com)

651-470-8886

This position is open until filled. To view the status of this position, please visit

<http://bit.ly/SGRCurrentSearches>

The City of Blaine is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists for this position will be subject to a comprehensive background check.



## RESOURCES

**City of Blaine**

[blainemn.gov](http://blainemn.gov)

**MetroNorth Chamber of Commerce**

[metronorthchamber.org](http://metronorthchamber.org)

FOLLOW US



# **FEE PROPOSAL FOR EXECUTIVE RECRUITMENT SERVICES**

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**City Manager  
City of Novi, Michigan**

**Submission Due Date: November 14, 2022  
This proposal is valid for 90 days**

**Strategic Government Resources  
P.O. Box 1642, Keller, Texas 76244  
Office: 817-337-8581**

**JJ Peters, President of Executive Recruitment  
[JJPeters@GovernmentResource.com](mailto:JJPeters@GovernmentResource.com)**





## Recruitment Costs & Service Guarantee

**Not-to-Exceed Price: \$24,900 \***

*\* Ad placement costs are not included in the Not-to-Exceed Price. Ad placement costs are estimated to be between \$1,750 and \$2,500 and shall be added to the total cost of services upon approval from the organization.*

### **Not-to-exceed price includes:**

- **Professional Service Fee - \$18,500**
- **Expenses:**
  - **Position Profile Brochure & Marketing - \$1,500**
    - Production of a professional position profile brochure
    - Custom-designed graphics for social media and email marketing
    - Announcement in SGR's 10 in 10 Leadership and Innovation e-newsletter
    - Two (2) email blasts to SGR's opt-in Job Alert subscribers for the relevant job category
    - Featured job placement on SGR's website
    - Featured ad on SGR's job board
    - Promotions on SGR's social media pages – Facebook, Twitter, LinkedIn, and Instagram
  - **Semifinalist Recorded Online interviews** for up to twelve (12) semifinalists - **\$225 each**
  - **Comprehensive Media Reports** for up to five (5) finalists - **\$500 each**
  - **Comprehensive Background Investigation Reports** for up to five (5) finalists - **\$400 each**
  - **Comprehensive Reference Checks** with individual reports for up to five (5) finalists - **\$225 each**
  - **Up to two (2) multi-day onsite visits** by one Recruiter to the Organization, for up to 2 and 1/2 days per visit. Meals are billed back at a per diem rate of \$15 for breakfast, \$20 for lunch, and \$30 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead. *Travel will be dependent on COVID restrictions in place at the time and take into consideration the health and safety of team members of both SGR and the Organization.*

### **Reimbursable Expenses**

- **Ad placements, as approved by the organization, will be billed back at actual cost with no markup for overhead.**

## **Supplemental Services**

The supplemental services listed below are not included in the not-to-exceed price:

- Additional online interviews (over and above the twelve (12) included in the not-to-exceed price above) are offered for \$225 per candidate.
- Additional comprehensive media reports (over and above the five (5) included in the not-to-exceed price above) are offered for \$500 per candidate.
- Additional background investigation reports (over and above the five (5) included in the not-to-exceed price above) are offered for \$400 per candidate.
- Additional reference checks (over and above the five (5) included in the not-to-exceed price above) are offered for \$225 per candidate.
- There is a cost of \$175 per candidate for the DiSC Management Profile.
- Semifinalist and finalist briefing materials will be provided to the search committee via an electronic link. Should the organization request printing of those materials, the reproduction and shipping of briefing materials will be outsourced and be billed back at actual cost.
- Additional onsite visits (over and above the two (2) onsite visits included in the not-to-exceed price above) by one Recruiter will be billed over and above the not-to-exceed price. Travel and onsite time will be billed at a professional fee (per recruiter) of \$1,000 per half-day and \$1,500 per full day. Meals are billed back at a per diem rate of \$15 for breakfast, \$20 for lunch, and \$30 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead.
- Candidates are reimbursed directly by the organization for travel expenses.
- SGR will conduct a Stakeholder Survey for \$1,000. SGR provides recommended survey questions and sets up an online survey. Stakeholders are directed to a web page or invited to take the survey by email. A written summary of results is provided to the organization.
- A half-day onsite post-hire team building workshop is offered for \$4,000, plus travel expenses and \$150 per person for I-OPT reports.
- If the organization desires any supplemental services not mentioned in this section, an estimate of the cost and hours to be committed will be provided at that time, and no work shall be done without approval.

## **Billing**

The professional service fee for the recruitment is billed in three equal installments during the course of the recruitment. The initial installment is billed after the position profile brochure has been created. The second installment is billed after semifinalists are selected. The final installment is billed at the conclusion of the recruitment. Expenses and supplemental services will be billed with each of the three installments, as appropriate.



**Service Guarantee**

SGR guarantees that you will be satisfied with the results of the full service recruitment process, or we will repeat the entire process one additional time and charge only for expenses. Additionally, if you select a candidate (that SGR has fully vetted) who resigns or is released within 18 months of their hire date, SGR will repeat the process one additional time and charge only for expenses. If the organization circumvents SGR's recruitment process and selects a candidate who did not participate in the full recruitment process, the service guarantee is null and void. We also guarantee that we will not directly solicit a candidate we bring to you for another job.



**REGULAR MEETING OF THE COUNCIL OF THE CITY OF NOVI**  
**MONDAY, March 10, 2014 AT 7:00 P.M.**  
**COUNCIL CHAMBERS – NOVI CIVIC CENTER – 45175 W. TEN MILE ROAD**

**Mayor Gatt called the meeting to order at 7:00 P.M.**

**PLEDGE OF ALLEGIANCE**

**ROLL CALL:** Mayor Gatt, Mayor Pro Tem Staudt, Council Members Casey, Fischer, Markham, Mutch, Wrobel

**ALSO PRESENT:** Victor Cardenas, Interim City Manager  
Thomas Schultz, City Attorney

**APPROVAL OF AGENDA:**

**CM 14-03-043 Moved by Fischer, seconded by Casey; CARRIED UNANIMOUSLY:**

**To approve the Agenda as amended with the addition to Mayor and Council Issues an item 1. Zoning Board of Appeals (ZBA) Vacancy and the addition to Consent Agenda item B., the words "property acquisition" to the discussion in Executive Session.**

**Roll call vote on CM 14-03-043**

**Yeas: Staudt, Casey, Fischer, Markham,  
Mutch, Wrobel, Gatt**  
**Nays: None**

**PUBLIC HEARING – None**

**PRESENTATIONS – None**

**REPORTS:**

1. MANAGER/STAFF - None
2. ATTORNEY - None

**AUDIENCE COMMENT:**

Eleanor Thompson, 24071 Glenridge, stated she hoped the road improvements for Haggerty Road will be north of 9 Mile because she felt it was in terrible condition. She read that the school wanted to extend the bond and felt fixing school parking lots was a foolish expense of tax money. She has contacted the City about living next to a yard where there are unused cars. She stated her neighbor has been allowed to have two cars sit out there for three years. She felt this matter should be addressed.

Pam Sordyl, founder of Puppy Mill Awareness, stated they are educating the public about pet stores that are linked to puppy mills since 2008. She noted there are 24

puppy stores in the state, including two in Novi. One is in Fountain Walk where over 100 puppies are shipped in each month. Most families think everything is okay with these puppies and cannot easily visit them to see their living conditions. She said no responsible breeder would place puppies in a pet shop. She recommended that people always meet a dog's parents before purchasing.

**CONSENT AGENDA REMOVALS AND APPROVALS (See items A-T):**

**CM 14-03-044      Moved by Wrobel, seconded by Casey; CARRIED UNANIMOUSLY:**

**To approve the Consent Agenda as presented.**

- A. Approve Minutes of:
  - 1. February 18, 2014 – Regular meeting
- B. Enter Executive Session immediately following the regular meeting of March 10, 2014 in the Council Annex for the purpose of discussing property acquisition and privileged correspondence from legal counsel.
- C. Approval of an agreement with Suburban Collection Showplace to host the 2014 Evening of Appreciation, an annual event honoring Boards, Commissions, Committees and Employees for their dedication to Novi, on Friday, December 12, 2014 for the estimated amount of \$14,000.
- D. Approval to renew Dispatch Contract with the City of South Lyon beginning July 1, 2014 through June 30, 2017.
- E. Approval to award an engineering services agreement with URS Corporation for design engineering services related to the Haggerty Road Lane Gap Construction project in the amount of \$9,970; and approval of an additional appropriation in the amount of \$9,970 for this budget line item.
- F. Approval to award an engineering services agreement to Orchard, Hiltz, and McCliment, Inc. for engineering services related to the 2014 Sanitary Collection System Capacity Study, in the amount of \$97,516, including an additional expenditure in the amount of \$62,516.
- G. Acceptance of a pathway easement as a donation from Columbus Corporate Office Centre, LLC for the property located at 39450 12 Mile Road for a pathway that was relocated by the Consumers Energy Vault Construction project (parcel 22-12-400-018).
- H. Approval to award contract for the 2014 Spring Tree and Landscape Planting to the lowest bidder, RC Tuttle, Inc. for the amount of \$60,000.

- I. Approval of special assessment payment to Oakland County of the Caddell Drain Restoration project in the amount of \$26,600; and approval of an additional appropriation in the amount of \$26,600 for this budget line item.
- J. Approval to change the May 5, 2014 Council meeting to Monday, May 12, 2014.
- K. Approval to apply for a 2013 Fire Prevention and Safety (FP&S) Grant for 500 smoke alarms and 500 carbon monoxide detectors with a total potential match of \$1,000 (5%) by the City of Novi.
- L. Approval to award an amendment to the engineering services agreement with Orchard, Hiltz & McCliment for additional design services and for construction engineering services for the Novi Dog Park project in the amount of \$48,800.
- M. Approval of a Storm Drainage Facility Maintenance Easement Agreement from Pinnacle-Novı 12 LLC for the Andelina Ridge project located on 12 Mile Road east of Napier Road (parcel 22-18-100-006).
- N. Approval of a Storm Drainage Facility Maintenance Easement Agreement from Cabot 12 Corner, LLC for the Starbucks development located at the northwest corner of 12 Mile Road and Cabot Drive (parcel 22-12-400-039).
- O. Approval of a Storm Drainage Facility Maintenance Easement Agreement from Beck Ten Land LLC for the Valencia Estates development located at the northwest corner of Ten Mile Road and Beck Road (parcel 22-20-400-005).
- P. Acceptance of a warranty deed from J.S. Evangelista Development, LLC for the dedication of 60 feet of right-of-way along 14 Mile Road and 17 feet of right-of-way along Novi Road as part of the Maple Manor development located at 31215 Novi Road (parcel 22-02-201-001) and approval to execute a Quit Claim Deed conveying the dedicated 60 foot right-of-way for 14 Mile Road to Oakland County.
- Q. Approval to award ImageSoft, Inc., the City's current document imaging system support provider, a contract in the amount of \$21,450 to enhance the Human Resources document imaging solution.
- R. Approval to purchase Dell KACE network system management devices from Netech Corporation in the amount of \$31,897 using a competitively bid contract through the Midwestern Higher Education Compact (MHEC).
- S. Approval to award a three year contract to Bright House Networks in the amount of \$6,350 per month for dedicated Internet access and wide area network connectivity to City owned locations.
- T. Approval of Claims and Accounts – Warrant No. 911



**Roll call vote on CM 14-03-044**

**Yeas: Casey, Fischer, Markham, Mutch,  
Wrobel, Gatt, Staudt**

**Nays: None**

**MATTERS FOR COUNCIL ACTION:**

1. Approval to award a construction contract for the Novi Dog Park to Erie Construction, LLC, the low bidder, in the amount of \$210,797.28 subject to final review and approval of form of agreement by City Manager's office and City Attorney; and approval of an additional appropriation in the amount of \$9,212 for this budget line item.

Interim City Manager Cardenas said this is for the completion of the Dog Park that has been approved for the 2013-14 fiscal year. The appropriation is for some construction oversight and inspection.

**CM 14-03-045 Moved by Wrobel, seconded by Casey; CARRIED UNANIMOUSLY:**

**To approve a construction contract for the Novi Dog Park to Erie Construction, LLC, the low bidder, in the amount of \$210,797.28 subject to final review and approval of form of agreement by City Manager's office and City Attorney; and approval of an additional appropriation in the amount of \$9,212 for this budget line item.**

**Roll call vote on CM 14-03-045**

**Yeas: Fischer, Markham, Mutch, Wrobel, Gatt,  
Staudt, Casey**

**Nays: None**

2. Discussion and review of qualifications of executive search firms to facilitate the City Manager search process and determine procedures for interviews on Saturday, March 22, 2014.

Interim City Manager Cardenas explained seven bids were received for the City Manager executive search. A committee of four administrative employees evaluated them on different merits. They recommended four of the firms.

Mayor Gatt thanked the Director of Human Resources, Tia Gronlund-Fox for the work her department has done. He explained that the firms will have a five minute time limit to address City Council and each Council Member could ask up to two questions.

Mayor Pro Tem Staudt recommended Waters Executive Recruitment and Slavin Management Consultants. They were the two firms he would like to see at the interview process.

Member Mutch asked Director of Human Resources Grondlund-Fox to explain the aspects of the applicants that put those above the others. Ms. Grondlund Fox said they based their recommendations on a couple of factors. The factors were timeline, recent searches for communities similar in size and scope, and their success. Member Mutch said his thoughts were similar to Mayor Pro Tem Staudt. He said he was focused on two key things, the ability for these firms to attract quality candidates nationwide and focus on properly vetting the candidates. He felt three firms were enough to interview.

Member Casey and Member Wrobel asked Council to consider the search firms of Waters, Slavin Management Group, and Strategic Government Resources and felt going beyond three may not be necessary.

Mayor Gatt said Waters Executive Recruitment clearly was his choice and the rest were on the same level. He liked Slavin because we used them in the past and didn't feel the need to interview three.

**CM 14-03-045 Moved by Casey, seconded by Wrobel; CARRIED UNANIMOUSLY:**

**To approve administration to request three firms, Waters Executive Recruitment, Slavin Management Consultants, and Strategic Government Resources, to interview on Saturday, March 22, 2014 at 8:30 A.M. for the City Manager search.**

**Roll call vote on CM 14-03-045**

**Yeas: Markham, Mutch, Wrobel, Gatt, Staudt,  
Casey, Fischer  
Nays: None**

3. Approval to award a unit price contract for Lawn and Landscape Maintenance Services to B&B Landscaping, Inc., the low bidder, for a one-year term with three one-year renewal options and an estimated annual cost of \$147,083.

Interim City Manager Cardenas said this was an important contract for the City at several facilities. This price and vendor is different than we have seen in the past. The vendor has been given good recommendations from other communities.

Member Mutch asked if the vendor had facilities in Novi. Rob Hayes, Director of Public Services, answered he didn't know if their facility was established or not but knew it would be at Taft & Grand River. Member Mutch asked for names of comparable communities where they worked. Mr. Hayes said they have worked with Canton Township doing landscaping and mowing and they have done landscaping for the City of Dearborn. Member Mutch said the concern he had was for what had happened in

the past where a company over-promised for services. He felt comfortable going forward with this.

**CM 14-03-046 Moved by Mutch, seconded by Casey; CARRIED UNANIMOUSLY:**

**To approve a unit price contract for Lawn and Landscape Maintenance Services to B&B Landscaping, Inc., the low bidder, for a one-year term with three one-year renewal options and an estimated annual cost of \$147,083.**

**Roll call vote on CM 14-03-046**

**Yeas: Mutch, Wrobel, Gatt, Staudt, Casey,  
Fischer, Markham  
Nays: None**

**AUDIENCE COMMENT:**

Brian Bartlett, 45737 Jaslyn Lane noted the City's 2009 implementation of the City's current snow removal policy. This initially kept the plows out of the subs in the beginning. With snowfalls beginning late last year, he cited trouble with mailboxes being covered and no mail delivery. He visited three subdivisions in Plymouth Township and Canton Township; each subdivision is responsible to provide its own snow removal service, as townships do not provide this service. He questioned why not allow subdivisions in Novi be allowed to do the same if they choose to. He realized the winter has been tough, but in other places residents could still park and have uninterrupted mail delivery. He felt it was a reasonable expectation.

**COMMITTEE REPORTS – None**

**MAYOR AND COUNCIL ISSUES:**

**1. Zoning Board of Appeals (ZBA) Vacancy**

Mayor Gatt noted that former ZBA Member Jeff Gedeon resigned and asked that Cynthia Gronachan be made a full term ZBA member. He asked the City Clerk's office to advertise for a ZBA alternate for the next interview session.

**CM 14-03-046 Moved by Fischer, seconded by Markham; CARRIED UNANIMOUSLY:**

**To approve Cynthia Gronachan as a full term Zoning Board of Appeals member.**

**Roll call vote on CM 14-03-046**

**Yeas: Mutch, Wrobel, Gatt, Staudt, Casey,  
Fischer, Markham  
Nays: None**

**CONSENT AGENDA REMOVALS FOR COUNCIL ACTION - None**

**ADJOURNMENT** – There being no further business to come before Council, the meeting was adjourned at 7:28 P.M.

\_\_\_\_\_  
Robert J. Gatt, Mayor

\_\_\_\_\_  
Maryanne Cornelius, City Clerk

\_\_\_\_\_  
Transcribed by Jane Keller

Date approved: March 24, 2014





**SPECIAL MEETING OF THE COUNCIL OF THE CITY OF NOVI**  
**SATURDAY, March 22, 2014 AT 8:30 A.M.**  
**COUNCIL CHAMBERS – NOVI CIVIC CENTER – 45175 W. TEN MILE ROAD**

**Mayor Gatt called the meeting to order at 8:30 A.M.**

**PLEDGE OF ALLEGIANCE**

**ROLL CALL:** Mayor Gatt, Mayor Pro Tem Staudt, Council Members \*Casey (arrived 8:34), Fischer, Markham, Mutch, Wrobel

**APPROVAL OF AGENDA:**

**CM 14-03-049 Moved by Wrobel, seconded by Markham; MOTION CARRIED: 6-0**

**To approve the Agenda as presented.**

**Roll call vote on CM 14-03-049**                      **Yeas: Staudt, Fischer, Markham, Mutch, Wrobel, Gatt**  
**Nays: None**  
**Absent: Casey**

**AUDIENCE COMMENT – None**

**PURPOSE OF SPECIAL MEETING**

Mayor Gatt explained the purpose of the special meeting is to interview recruitment firms for a new City Manager. There were three firms invited to interview. The firms interviewing this morning were physically separated to prevent them from hearing any interview questions. Each Council Member will be given the opportunity to ask two questions of each representative.

1. Interview the following firms to facilitate City Manager search process:

8:30 a.m. Strategic Government Resources

Gary Holland, Senior Vice President Strategic Government Resources (SGR), spoke about his qualifications and his company's focus. They are focused on the needs of the City. He will sit down with Council members and staff to discuss the short and long term priorities for the City and the characteristics needed for the next City Manager. Next, he would develop a position and community profile that will be used for an outreach to city manager professionals across the country. The material will be approved by City Council before actively recruiting. SGR uses a multi-faceted approach to reach out to people in the profession. They use ads placed in professional publications, newsletters, websites, and e-mails to 66,000 local government professionals.

\*Member Casey arrived at 8:34 a.m.

They have a network of individuals across the country, but they don't have a specific set of candidates. He will personally do prospecting along with receiving the applications from individuals from ads. He recruited Clay and while he wasn't necessarily looking for a job, he knew of his skills and the fit with the City of Pearland Texas. SGR has an interactive process of receiving applications with an electronic system. They have an online application. He will go through and evaluate the candidates on a tiered level. He will present all the candidates that have applied to Council but will have detailed information on the candidates he feels meet the needs of Council. Once candidates have been chosen by Council for interviews, an online video recorded interview process will be utilized. Council can watch the videos as a group or individually and determine which of the candidates they want to interview personally. This will help see how they respond to questions. He will be available to help with the interview process and supply some interview questions. He can be available for contract negotiations and can mediate that process. All the candidates he has placed are still in their position. He said the process typically takes ninety days or more. After sixty days, it becomes an issue of scheduling interviews. He will work with Council as long as it takes to find a satisfactory candidate.

Member Markham had no questions as she stated she was new to the process.

Member Wrobel asked how attractive is this position and will there be local respondents or nationwide. Mr. Holland said candidate's regional characteristics will help determine whether candidates will fit in Novi. There will be many people who have the skills, but it is a question of how effectively they would be able to work with Council and other city leaders. He expects them from all over the country because the school systems are good, the City is more innovative, and the City Council is viewed as being stable and works together to get things done.

Mayor Pro Tem Staudt asked, at any one time, how many searches are conducted and how will the time be balanced between them. Mr. Holland stated he never has more than five but currently has two in the final stages. The amount of time dedicated is whatever it takes to get the job done. Other communities have engaged them for only specific functions. He is currently involved in component searches, which is once they have selected a finalist for the positions; their Human Resources department takes over. Mayor Pro Tem noted that there is a reasonable expectation a city manager would be looking for a community of this size and as being a mid-level stepping stone. How long would he expect someone to stay if they are looking for a more progressive opportunity? Mr. Holland answered if you have a really good manager, the one issue will be compensation. There will be other communities who will be interested as well and if they can compensate them at a higher level, it would be out of the Council's hands. The stability that this City has demonstrated goes a long way towards the City Manager longevity.

Member Fischer asked what Council gets to see about the candidates. Mr. Holland said he will have them in a tiered format including their cover letter, resume, and a completed detailed questionnaire so Council can see what their answers are and not just what a candidate wants you to see. This would include things such as their most

important accomplishment, reaching a goal, if they were fired and why did they leave their other positions and how they managed their personnel. All these things give insight as to how they get results. Member Fischer asked if they censor any information. Mr. Holland answered no. Member Fischer mentioned it sounds like the information will be tiered for Council and by law, Council must be the ones to narrow down the candidates. He asked if they narrowed down the candidates in any way. Mr. Holland answered that they will see every candidate, but not as much information on the less qualified candidates.

Member Mutch asked, based on past experience, what a typical candidate would look like. Mr. Holland said those that might apply will not always meet the established criteria. He sees people who want to relocate near family, home, and those in the latter stages of a career. Council needs to discuss how long they expect someone to stay. With an experienced candidate, the positive is the wealth of experience, but the down side is they may be here 5-7 years. The aggressive younger candidate wants to accomplish goals, but will make some mistakes heading toward their goals and the balance will be important. There would be drawbacks to either one of these candidates. Ideally, it will be someone who is mid-career, but early enough in their career where they are interested in solid accomplishment. Novi will see a spectrum of applicants. Member Mutch noted the problems Michigan has had and asked if that might have an impact on prospective candidates. Mr. Holland asked area residents about Detroit, and many said that while they are from the Metro Detroit area, they live in Novi. The information that is put together will have to dispel any bad perception. Novi is a wonderful community and must speak about things like how picturesque it is, the industrial corporate area, and the fact that home values are good. People from Michigan will know, but those around the country may not know. Member Mutch asked what can Council do to make sure the process is successful. Mr. Holland noted the really good candidates will have other options and the more you can appeal to them, it would be mutual, in as much as they want to sell themselves to Council.

Member Casey asked how he has handled wildly divergent points of view from Council Members in developing the profile. Mr. Holland mentioned that when he interviewed each member of Council from different communities, a couple people have asked him how far out in left field are they. His response was that most want the same type of priority. Member Casey asked for specifics as to how and where he would market this position. Mr. Holland would advertise on websites and in newsletters for associations relative to local government. Unless he is specifically told otherwise, that is what they will use International City Managers Association, Michigan Municipal League, publications regional in nature and associations of city managers and assistant city managers.

Mayor Gatt asked what are the most important qualities that a successful city manager presents. Mr. Holland said successful city managers have a management style or personnel management style that facilitates accomplishment. They will be able to bring in new staff, mentor and develop existing staff. They will have the ability to communicate with City Council, noting the different backgrounds, being able to explain in terms that all of Council can understand and why the recommendations or

effectively communicate with problems and potential solutions. He would be effective in interacting with other organizations within the community, at the state level and regional level in a competent way to work towards meeting the needs of the city, and being a good fit with the community. Also, this would include if the residents felt they were consistent with the community in the way they live their life and reflect positively on the community. Mayor Gatt asked if they had been involved with any other Novi staff. Mr. Holland answered no. Mr. Holland said he was very excited to work with Novi and the stability of the community makes it a professional opportunity.

Council recessed at 9:05 a.m. Council reconvened at 9: 18 p.m.

#### 9:45 a.m. Slavin Management Consultants

Bob Slavin, President, Slavin Management Consultants, noted he has placed more than 300 candidates in governmental agencies. They've done a lot of work in Michigan cities and most recently in Bay City. They are specialists in City Manager searches. He has a staff with great qualifications that he has hand selected including Dave Crains, former ICMA President, currently is a part time city manager in Ohio and heads the mid-west regional office and Paul Winberg, also on the board of directors for ICMA. George Goodman is a former MML Director and is available to help. He knows a lot of folks in Michigan and could help identify candidates. They've never failed to meet a client's needs, on time, and always within budget. 95% of their placements stay in their positions more than 5 years with an average of 8 years. They spend a lot of time at the beginning of the process to determine the needs and utilize data bases, web sites, professional associations, technology, and receive all resumes through e-mail. It's a very interactive and personal process. Mr. Slavin outlined some of the Michigan clients. They will focus on the recruitment process based on information and review criteria from Council. They conduct an on-site meeting with Mayor and Council. Then they do on-site interviews with candidates, background investigations, design interviews, and help with the selection process. The process is guaranteed so that if anyone left in the next two years, they redo the search for no additional fee. The process usually takes ninety days and they are prepared to begin the project within fifteen days of Council's decision making.

Member Casey asked about an experience in the past where there were wildly divergent points of view from the employer. Mr. Slavin answered yes, they've experienced that and with talking to each Council Member, they predominantly have the same characteristics. He said if the ideas are too divergent, he has asked the Council to vote on it. Member Casey asked what data bases will be used. Mr. Slavin said they will mostly use the ICMA, the MML, and their own extensive database. They also use information from their current searches. They will use National League of Cities, some commercial websites such as governmentjobs.com, and will also ask Council for a particular resource.

Member Mutch asked what type of candidates this position will attract and what impact does Michigan and Detroit have on attracting folks outside of Michigan. Mr. Slavin answered Novi stands out like a beacon of success far reaching beyond



Michigan's borders and will attract those interested in maintaining that excellence. The State of Michigan does have an improving reputation with the turnaround in the auto industry that helps the image. The City of Detroit's characteristics are not attributed to Novi and not to Michigan. It is possible to make sure people know that assessed values are going up, S & P rating is up, economic growth is up and the City has invested in seniors, etc. Member Mutch asked, in terms of the search process, what Council can do to ensure the process is successful. Mr. Slavin said they can work with him as a partner. He would need to have Council available for meetings, discussions, seeing all the resumes, and for progress meetings where he shares results of candidate search. He will help them in every way possible. He would be the agent and work together.

Member Fischer asked what Council gets to see on each of the candidates. Mr. Slavin said everything he gets from candidates is what Council can see. Member Fischer noted by law, Council must review the candidates and narrow them down. Mr. Slavin uses a specific process to develop the top 12-15 people then he sends a supplemental questionnaire to them. That is when he wants to come back and speak with Council to go over everything candidates have provided to them such as resumes, questionnaire, matrix, etc. including names and the importance of confidentiality. Council will see everything with all letters, resumes, etc.

Mayor Pro Tem Staudt asked, at any one time, how many searches they were conducting. Mr. Slavin said the company handles 9 at a time and he can handle 3 at a time, otherwise, they don't bid. Mayor Pro Tem Staudt asked what would be a reasonable expectation for a City Manager to stay longer than 5 years. Mr. Slavin noted their average is around 8 years which is what Clay's time was. He said their average is much higher than the national average.

Member Wrobel asked if this was a local, regional or national search. Mr. Slavin viewed it as national search due to the things being done in Novi that are national. The net should be cast as wide as possible. Most of his successful placements have been where people haven't had to travel too far. Member Wrobel asked how many cities similar to Novi are currently looking for City Managers. Mr. Slavin noted Fort Collins was a similar city and nationwide in Colorado, California and Florida. Council will be looking for candidates who are in high demand. Once they have a candidate identified, it needs to be moving quickly so as to not lose interested candidates. He cited an instance where candidates took other jobs prior to the interview process.

Member Markham asked who specifically would be focused on this process for the city. Mr. Slavin said he would be the person managing, but may be able to involve George Goodman. He would also involve someone else in the process, in case something happened to him. They also use vendors to coordinate the networking process, background checks. Member Markham asked about the candidate pool, how many that would involve and if they use video to interview. Mr. Slavin said 5-7 candidates would be a good number. They have done Skype interviews and can use vendors to interview for industrial psychology. It is preferred to interview someone in person.



Mayor Gatt asked what were the most critical skills to become a successful city manager. Mr. Slavin said openness, communication, being ethical, ability to relate to Council members, and assisting in collaboration with Council while enhancing their goals, motivating staff to carry out those goals done with foresight, with strategic planning, and measurable. Mayor Gatt asked what their biggest success and greatest failure. Mr. Slavin said he completed an attorney search in Greenville, SC and only five were able to meet the qualifications. He negotiated terms and conditions but when a staff member found out, that person didn't like it even though the attorney would work for Council. He consulted with the staff member and Council to resolve the deal. With regard to failure, a City in Florida hired a consultant who did a search for a group with two factions. The consultant was hired and fired on a split vote. His firm was hired by a phone call and was given to his firm. This group couldn't agree on what they were looking for in a city manager, so Mr. Slavin withdrew from the process. In closing, Mr. Slavin noted he has been watching Novi since the last search in 2006; Novi still has a great reputation. A personal relationship was developed. They have a great reputation for treating candidates well and maintaining confidentiality. Their work is thorough and they are ready to do this work again.

Council recessed at 10:01 a.m. Council reconvened at 10:13 a.m.

#### 11 a.m. Waters Executive Recruitment

Chuck Anderson, Senior Consultant noted he came to Michigan yesterday to visit as he was a former Michigan resident in East Lansing for nine years. He is familiar with Novi and the community. One of the key criteria for their recruitment process is to understand the issues of the community. Novi has a great story to tell, diversity of the population base, diversity of our retail and commercial, parks and recreation, etc. They have a web based process that is very accessible to prospective candidates. They do extensive direct outreach throughout the process, to closely meet the City's profile. They will spend a lot of time with Council and they will be able to view all items submitted for the position. They have an interactive interviewing process for the 10-15 most qualified candidates. They do a personal interview with them on video. The data can be reviewed with Council. An on-site interview can be done with the 3-5 most qualified candidates. They can develop a community based survey that allows employees and citizens to share their information. This is a tool they offer if Council wishes to use it. If their firm is selected, he would be the lead consultant.

Mayor Pro Tem Staudt noted, as a city so attractive, what should their expectation be, if they hire a young aggressive city manager, to retain them for a period of time? Mr. Anderson said they screen candidates with that idea in mind. Whether they are coming here to retire or coming here as a stepping stone, he didn't think they wanted either of those two. They should expect at least a 5 year candidate and hopefully longer but no one for less than 5 years to really make a difference. Mayor Pro Tem Staudt asked at any one time, how many searches will he be involved with and how would he balance them. Each of their people can handle effectively 4-5 recruitments. He would only handle two at this time. He has ample space in his portfolio for Novi.

Member Wrobel asked what else Novi could do to recruit candidates. Mr. Anderson said he would work with them on a professional brochure. He provided Council with a brochure they did for Muskegon and he also did the recruitment for Grand Rapids, MI and also some web based material on their website. The City has many assets to share. They won't wait for applications to come in the mail as they would be targeting those who may have a strong interest. Member Wrobel asked where the most viable candidates will come from. Mr. Anderson said Michigan would be a strong base but felt there would be a strong national interest. The City of Novi is widely known in the industry.

Member Markham asked about the survey with the staff, citizens, and Council and how much time that it will take. Mr. Anderson said if the survey process was chosen, he would develop the candidate profile, and then questions related to that would be done. It would include current issues being faced and other characteristics. He said on-line data from employees and citizens would be available to Council at the time of interviews.

Member Casey asked about building the candidate profile and asked if he had heard of wildly divergent points from those interviewed and how was that addressed. Mr. Anderson said in Colorado, some had divergent views on what they wanted. They worked it through and he acted as a facilitator to help Council get to where they want to be. Member Casey asked about specifics where they would market this position. Mr. Anderson said they have a strong relationship with the International City and County Management Association and attend their conferences, National League of Cities, strategic associations, local State associations, and then their own base of candidates they've worked with in the past. They have a very diverse array of candidates that may meet the criteria.

Member Mutch asked about the type of candidates he would expect to apply. Mr. Anderson said they would expect candidates applying that are looking for a stable governmental environment, a diverse development base, diversity in the population and economic bases, a strong residential base and park system. They will be looking at all those assets. They will look at those objectives for their family and work. They will have interest in our relationship to the metropolitan area, the airport, the City of Detroit, and a place for a strong educational environment which Novi has. Then the recruiter's job would be to help them understand why the connection would be good for them. Member Mutch asked what the Council could do to make sure of the search process was a success. Mr. Anderson said to make sure they come to a consensus on the candidate profile. Also, establishing ground rules to identify the spokesperson, as they don't ever speak to the media and only to the process, not of the candidates. It is important to agree on confidentiality, as candidates could be in jeopardy if it was announced too early. Confidentiality is highly necessary for an effective process. Also, to be committed to the time it takes over the 1-2 day process to determine the final selection.

Member Fischer noted his questions relate to process and asked what information Council would see. Mr. Anderson any material they develop is the City's property. They

will have access to the master applicant list and if they chose to look at every resume, they may. Once they finish the entries, the book will contain 10-15 of the most promising candidates and information related to the resume with the application. It will be provided in hard copy and on-line. If Council chooses, they could perform an on-line interview. With the finalists, detailed information will be given. They would never withhold anything and they ask candidates to share information as they never want Council to be surprised with any information. Member Fischer noted the decision solely rests with Council to narrow the candidates. Mr. Anderson stated if they got 75-100 applicants, maybe 25% wouldn't meet any qualifications. After that, they would narrow it down to 10-15 and they will obtain their information. If Council didn't like those, they will still have access to all the candidates. It is an interactive process. They can make sure our staff can assist in providing access to all the information.

Mayor Gatt asked about the most critical skills in order to be a successful city manager. Mr. Anderson answered they would have a strong commitment to ethical standards and conduct. They must view themselves as a partner with City Council by fully disclosing and sharing information and engaging the Council. They must have a strong customer focus with a deep belief in their stewardship as a public servant in assisting citizens to enjoy the community. They also must have the requisite professional skills, sense of humor, sense of calm and an interest in investing in the community by being out and about as a part of it. Mayor Gatt asked about their firms biggest success and failure. Mr. Anderson noted they've never been fired from a job. Sometimes a candidate didn't work out but their guarantee is that they stay with the community until a good candidate is found. They've also found that sometimes a restructuring of departments changed the search. He had a very successful recruitment with the City of Charlotte. He noted that the community had been engaged through community forums and employees were asked questions about the search. They want to find someone who is a really good fit. Mr. Anderson said Novi has a great community, has a good story, and he would love to tell that story throughout the nation.

**ADJOURNMENT** – There being no further business to come before Council, the meeting was adjourned at 10:40 A.M.

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Robert J. Gatt, Mayor

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Maryanne Cornelius, City Clerk

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Transcribed by Jane Keller

Date approved: April 7, 2014

**REGULAR MEETING OF THE COUNCIL OF THE CITY OF NOVI**  
**MONDAY, March 24, 2014 AT 7:00 P.M.**  
**COUNCIL CHAMBERS – NOVI CIVIC CENTER – 45175 W. TEN MILE ROAD**

**Mayor Gatt called the meeting to order at 7:00 P.M.**

**PLEDGE OF ALLEGIANCE**

**ROLL CALL:** Mayor Gatt, Mayor Pro Tem Staudt, Council Members Casey, Fischer, Markham, Mutch, Wrobel

**ALSO PRESENT:** Victor Cardenas, Interim City Manager  
Thomas Schultz, City Attorney

**APPROVAL OF AGENDA:**

**CM 14-03-050 Moved by Fischer, seconded by Casey; CARRIED UNANIMOUSLY:**

**To approve the Agenda as amended with Member Mutch's addition of item 1. Ten Mile and Napier Road intersection under Mayor and Council Issues**

**Roll call vote on CM 14-03-050**                      **Yeas: Staudt, Casey, Fischer, Markham, Mutch, Wrobel, Gatt**  
**Nays: None**

**PUBLIC HEARING:**

1. Michigan Natural Resources Trust Fund (MNRTF) land acquisition grant application of 10 acres of property parcel 50-22-18-100-004 located on 12 Mile Road east of Napier Road

Public hearing opened at 7:01 p.m. No audience comment, closed at 7:02 p.m.

**PRESENTATIONS:**

1. Updates on the Older Adults Advisory Board, Cultural Arts Advisory Board, and Parks, Recreation and Cultural Services Grant Committee – Parks, Recreation & Cultural Services (PRCS) Staff

Jeff Muck, Deputy PRCS Director, said volunteers are a key function of his Department. He talked about the two new advisory boards. In April, 2013 the boards were created to assist with specialized areas within the PRCS department. Their first meetings were in September, 2013. He introduced Karen Kapchonick, Older Adult Services Manager and she explained they chose five individuals for the Older Adults Advisory Board, Michael Meyer, Keith Angelocci, John Fountain, Joslen Letscher, Cheryl McNamara, and Mary

Storch. She noted they discuss innovative ideas that come from the Board Members. They have started a list of businesses that they could work together with, a volunteer recognition program, seeking additional grants, and to provide a transition program for those retiring. Their immediate goals are to establish by-laws and to highlight each Board Member in the Enhance PRCS brochure.

Rochelle Pernak, Cultural Arts Coordinator, reported on the Cultural Arts Advisory Board. Their first few meetings were to go over the scheduled meeting dates for the first year, discuss the purpose and objectives, and the concentration was on building the foundation for the public art in Novi. They are working on creating guidelines for the decommissioning of art work that will be utilized to direct the path of possible retirement for any art pieces that have been acquired by the City. Once they have finished creating a foundation to work from, they are looking forward to focusing on creating new and exciting programs, exploring innovative ideas, and growing cultural arts in the City of Novi. They are a hard working and dedicated group of people and we appreciate them, value their time, expertise and opinions. Current members are Brian Ferriby, Mary Kondraciuk, Karen MacKenzie, Aaron Martinez, Stephanie Sarris, and Mary Robinson.

Mr. Muck summarized by thanking Rochelle and Karen for their work and to the citizens who are participating on the advisory boards.

Member Casey noted that a year ago, Council approved and directed the Parks and Recreation department to form these two commissions. It has been six months since the formation of the commission. She asked if they have a clear enough vision for the two commissions in the future. The goal of Council was to get citizen engagement. Mr. Muck wasn't able to talk about future goals and believed they are on a strong path. She asked if they could get quarterly updates on the commissions in the weekly packet.

Member Wrobel thanked the volunteers. He asked how closely the Cultural Arts Advisory Board will be involved with the Barr Art Park. Ms. Pernak said she will give them an update on it and, in general, they are working on thoughts and ideas relating to a Master Plan.

Member Markham said she is so happy to see citizens getting engaged in the activities. A Michigan Municipal League session she attended discussed that it is an organized approach to look holistically at how they might drive community interest in art and think about how they can use art strategically. There will be a training session with a workshop for the region in Novi. Hopefully, it will be a plan for place making in the community. She thought it was a way to strategically think about art as it drives quality of life in the community and helps drive our economic growth.

Member Mutch said one of the things he wanted the Boards to focus on was the opportunity at the Villa Barr Art Park. He thinks it is such a unique resource that the City has acquired. He understands that Boards need the preliminary work but he is interested in the Boards being actively involved in the Villa Barr Art Park. He suggested they take advantage of the resources available and move along.



Mayor Gatt noted Ms. Pernak mentioned they have a purpose and objective of the Board and asked what it was. She said the responsibility of the Cultural Arts Advisory Board is to identify and serve the Cultural needs of the residents, assist with the criteria and promotion of public art, acquisition of art, and curating at First Park, Villa Barr Art Park and other locations, develop criteria for public art and jury art submissions to be displayed at all potential locations throughout the City and make those recommendations to the Parks, Recreation and Cultural Services department. Their meeting and objectives are to meet six times a year to set priorities and identify future art opportunities. The Cultural Arts Advisory functions are to discuss potential projects, develop criteria for juried art shows, placement of art in public places, and determine location of future public art work in Novi and identify ways to broaden cultural art opportunities in Novi.

Mayor Gatt said they are tasked with a comprehensive mission. He said the members of the board are volunteers that desire to become engaged and he hoped that going forward the chair would encourage and act on the ideas of the members.

**REPORTS:**

1. MANAGER/STAFF - None
2. ATTORNEY - None

**AUDIENCE COMMENT:**

Pam Sordyl, Clarkston resident, founder of Puppy Mill Awareness Southeast Michigan, spoke about tracking the shipments of puppies to the two pet stores in Novi since 2008. The store at Fountain Walk received almost 250 puppies in 2011 from a breeder in Indiana. They had many violations. Petland received deliveries from 4 of the breeders they list as being the horrible one hundred. She cited breeder's names who have delivered puppies to the stores. The puppies have been very ill and costly to those purchasing them. She asked community leaders not to promote these stores in any way but to promote humane pet acquisitions and teach families how to find pets at local shelters and reputable rescue organizations.

Michael Meyer, noted this Older Adult Services committee will be very helpful to the community and we are truly fortunate to have Karen Kapchonick taking over as Older Adult Services Manager.

Tara Ashley, Walled Lake resident, stated she bought two puppies at Petland seven and eight years ago and since then, the dogs have had surgeries and incurred high veterinary bills. She thought the puppies would be healthy and didn't know they would come home with kennel cough, ear mites, etc. One of their dogs also had to have surgery for intestinal parasites. Both pets are on costly medications or food and she

expected a better result from the store. She didn't feel Petland was being responsible. She had hoped something could be done.

**CONSENT AGENDA REMOVALS AND APPROVALS (See items A-I)**

**CM 14-03-051      Moved by Wrobel, seconded by Casey; CARRIED UNANIMOUSLY:**

**To approve the Consent Agenda as presented.**

- A. Approve Minutes of:
  - 1. March 10, 2014 – Regular meeting
- B. Approval to award an engineering services agreement to Spalding DeDecker for engineering services related to the 2014 Sanitary Lift Station Upgrade project, in the amount of \$25,600.
- C. Approval of cost participation agreement with the Road Commission for Oakland County for the Haggerty Road Lane Gap Construction project (south of Ten Mile Road) allocating \$40,000 of the total project cost to Novi (of which \$18,500 is to be paid by the City of Farmington Hills).
- D. Approval of a request from IAC Novi, LLC, applicant for the Berkshire Pointe development for a variance from Section 11-68(a)(1) of the Design and Construction Standards requiring water main extensions longer than 800 feet to include a secondary connection point to the water distribution network (868 feet proposed).
- E. Approval of a Storm Drainage Facility Maintenance Easement Agreement from HEFCO Meadowbrook Office Building, LLC for the South University Parking Lot Addition project located at the southwest corner of Meadowbrook Road and 12 Mile Road (parcel 22-14-200-045).
- F. Acceptance of a pathway easement as a donation from Jeffrey and Jennifer Van Nortwick for the property located at 46300 Eleven Mile Road for a new pathway to be constructed by the property owner in conjunction with a new residential home (parcel 22-15-451-012).
- G. Approval of the request of Erickson Living for JSP 13-64 Fox Run Revised Preliminary Site Plan with PD-1 Option (and associated Third Amendment to the Development Agreement) and Revised Phasing Plan. The property is located in Section 1 of the City north of Thirteen Mile Road and west of M-5 in the RM-1, Low Density Low-Rise Multiple-Family Residential District and totals 102.8 acres. The applicant is proposing to slightly revise the approved landscaping and phasing of the remaining buildings in Phase II from what was approved by the City Council on January 11, 2014.

- H. Approval of a contract for electronic payment processing with Point & Pay, for a three year period ending March 31, 2017 with two one-year renewal options, at an estimated annual cost of \$3,000.
- I. Approval of Claims and Accounts – Warrant No. 912

**Roll call vote on CM 14-03-051**

**Yeas: Casey, Fischer, Markham, Mutch,  
Wrobel, Gatt, Staudt**

**Nays: None**

**MATTERS FOR COUNCIL ACTION:**

- 1. Select City Manager professional recruitment firm and authorize City Administration and City Attorney to prepare appropriate professional services agreement for Council approval.

Interim city Manager Cardenas said nothing is budgeted currently for the professional services. There is an under run in the City Manager's current salary which will be used to finance the contract costs for the firm Council selects.

Mayor Gatt explained that firms were interviewed by Council on Saturday, March 22, 2014.

**CM 14-03-052**

**Moved by Staudt, seconded by Wrobel; CARRIED UNANIMOUSLY:**

**To approve the City Manager professional recruitment firm of Waters Executive Recruitment and authorize City Administration and City Attorney to prepare appropriate professional services agreement for Council approval.**

**Roll call vote on CM 14-03-052**

**Yeas: Fischer, Markham, Mutch, Wrobel, Gatt,  
Staudt, Casey**

**Nays: None**

- 2. Approval of Resolution authorizing submission of a Michigan Natural Resources Trust Fund Grant (MNRTF) grant application for land acquisition of 10 acres of property parcel 50-22-18-100-004 located on 12 Mile Road east of Napier Road. Total estimated project cost including grant is \$550,000 with the 30% City match of \$165,000.

Interim City Manager Cardenas said this is the second step of the process for this grant procedure and this is the resolution that will allow us to make an application for it. No expenditures will be made at this time. Once they get the feedback from the DNR, they will determine which fiscal year it will apply to and then it will return to Council for financing considerations.

Mayor Pro Tem Staudt said this is a much underserved part of the City. This is consistent with the Council's goals with acquiring additional parkland. In this case it is a primarily a passive use but an excellent location that will serve the residents well if the grant is achieved.

**CM 14-03-053 Moved by Mutch, seconded by Casey; CARRIED UNANIMOUSLY:**

**To approve a resolution authorizing submission of a Michigan Natural Resources Trust Fund Grant (MNRTF) grant application for land acquisition of 10 acres of property parcel 50-22-18-100-004 located on 12 Mile Road east of Napier Road. Total estimated project cost including grant is \$550,000 with the 30% City match of \$165,000.**

**Roll call vote on CM 14-03-053**

**Yeas: Markham, Mutch, Wrobel, Gatt, Staudt,  
Casey, Fischer  
Nays: None**

3. Adoption of Resolution authorizing cost participation under a Federal Transportation Alternatives Program grant, and approval of a cost share agreement with the Michigan Department of Transportation (with an estimated allocation of \$1,028,458 paid by Federal grant funds and \$260,342 to be paid by the City of Novi), for the Metro Connector-Phase 1 pathway project.

Interim City Manager Cardenas said this begins the process for providing a much needed non-motorized link between north and south portions of the City. This will allow the cost share participation with the Federal Transportation Alternatives Program.

Member Markham commended the department for going after these transportation alternative funds. The City is giving about 20% for leveraging to get over a million dollars for this pathway. It is a pathway that will allow the City to link to regional pathways. She asked if phase two has been scheduled. Mr. Cardenas said it will not be for quite some time.

Member Fischer said he understood that it was about a \$1.3 million dollar project but the City's share is \$260,000. This is a very important link to continue because all southeast Michigan area will benefit.

**CM 14-03-054 Moved by Fischer, seconded by Casey; CARRIED UNANIMOUSLY:**

**To approve a resolution authorizing cost participation under a Federal Transportation Alternatives Program grant, and approval of a cost share agreement with the Michigan Department of Transportation (with an estimated allocation of \$1,028,458 paid by Federal grant funds and \$260,342 to be paid by the City of Novi), for the Metro Connector-Phase 1 pathway project.**

**Roll call vote on CM 14-03-054**

**Yeas: Mutch, Wrobel, Gatt, Staudt, Casey,  
Fischer, Markham  
Nays: None**

**AUDIENCE COMMENT – None**

**COMMITTEE REPORTS - None**

**MAYOR AND COUNCIL ISSUES**

1. Ten Mile and Napier Road intersection

Member Mutch noted the concerns of the additional traffic at the intersection due to new developments. Some improvements are not scheduled for a few years because of limited funding. Knowing we won't have a traffic signal in the next 6 months, he requested Council support having traffic consultants look at the location to identify the areas of concern at the intersection and identify possible short term improvements in and around the area that might help to address some of the safety concerns. Look at speed limits, clearing of scrub trees, lighting, etc. Member Mutch requested the professionals to look at possible improvements to work with Road Commission for Oakland County and Lyon Township to address what is needed. Member Fischer agreed with Member Mutch. Mayor Gatt agreed, but not for the City to bear the burden entirely as Lyon Township has two new developments being built on the west side of Napier. It should be a cooperative effort.

**CONSENT AGENDA REMOVALS FOR COUNCIL ACTION – None**

**COMMUNICATIONS – None**

**ADJOURNMENT** – There being no further business to come before Council, the meeting was adjourned at 7:41 P.M.

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Robert J. Gatt, Mayor

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Maryanne Cornelius, City Clerk

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Transcribed by Jane Keller

Date approved: April 7, 2014



