



City Council Study Session Agenda

Monday, January 24, 2022 at 5:30 PM
27400 Southfield Road, Lathrup Village, Michigan 48076

HYBRID: COUNCIL CHAMBERS, CITY HALL or ZOOM REMOTE MEETING

Webinar ID: 862 5641 5915

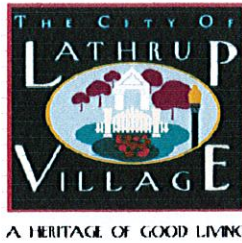
Password: Lathrup22

CLICK HERE: [Online Zoom Link](#)

Telephone: 646.558.8656 or 312.626.6799

CLICK HERE: [Public Comment Form Link](#)

1. **Call to Order** by Mayor Garrett (in accordance with PA 254 of 2020, the members should identify their physical location by stating the county, city, township, or village and state from which he or she is attending the meeting remotely).
2. **Discussion Items**
 - A. Agenda Action Items
 - [B.](#) Infrastructure Study Group - Road Recommendations
 - [C.](#) Snow Plow Routes
 - [D.](#) Updated Generator Quote
 - [E.](#) City Administrator Search Firms
 - [F.](#) COVID-19 Protocols
 - [G.](#) 19600 Forest Drive ("House in the Woods")
 - [H.](#) Back Billing 1.5" Water Meters
 - I. Christmas Tree Chipping
3. **Mayor and Council Comments**
4. **Public Comments**
5. **Adjourn**



INFRASTRUCTURE STUDY GROUP

CITY OF LATHRUP VILLAGE
27400 Southfield Road, Lathrup Village, Michigan 48076

ROAD RECOMMENDATIONS TO CITY COUNCIL

DECEMBER 15, 2021

2023 Construction Street Recommendation:

Goal: To recommend the specific roads for construction during the Summer 2023 road improvement project.

Background: In July of 2020, City Council accepted the recommended road improvement proposal from the Infrastructure Committee and voted to place the recommended road initiative on the November 3, 2020 ballot. During that election, Lathrup Village residents adopted the proposal. As a result, project implementation began last summer. The accepted proposal tasked the Infrastructure Committee with recommending to City Council the specific streets slated for each summer construction season. Below is the Infrastructure Committee's street recommendation for the 2023 season. Approval of this recommendation will allow the engineering team to begin necessary engineering work required for the repair of the selected 2023 streets.

Recommended Roads:

The streets selected for the 2021 and 2022 construction seasons consisted primarily of streets requiring more intensive 1A Full Reconstruction and 1B Rehabilitation. The 2023 construction season will focus on roads that require less intensive 1C Resurfacing. 1C resurfacing consists of milling off the top two to three inches of existing pavement and replacing it with 3.5 inches of new asphalt.

The committee recommends 2.85 miles of road repaving for the 2023 construction season. The specific 1C Resurfacing roads are listed below:

- Glenwood from Sunset to Southfield Road
- Goldengate W from 11 Mile Road to California W
- Rainbow Drive from Rackham to Morningside Plaza
- Morningside Plaza from Rainbow Drive eastward (counter-clockwise) to Red River (north)
- Red River from Morningside Plaza to Glenwood
- Red River from 11 Mile Road to Morningside Plaza
- Redwood from Eldorado Place to Southfield Road
- San Diego from the change in pavement to Stanford Court (Around 2008, San Diego was partially repaved. This segment starts where the earlier project left off).
- San Jose from Bloomfield to Stanford Court
- Saratoga from Santa Barbara to Bloomfield
- Stanford Court from W California to W California
- Sunnybrook from Southfield Road to Lathrup Boulevard
- Sunnybrook from Rainbow Drive to Santa Barbara
- Sunset from Lathrup Boulevard northeast to the dead end at City Hall
- Sunset from Glenwood to Southfield Road

Note: The Rainbow Drive\Morningside Plaza\Red River area is difficult to describe due to unique intersections adjacent to a circular road. Please see the attached map which definitively depicts the selected 2023 street segments in green.

In addition, should there be sufficient funds remaining from the road millage, the Committee also recommends that the following .31 miles of streets (listed in priority order) be repaired during the 2023 construction season:

- Bloomfield from Wiltshire Blvd to 12 Mile Road
- Goldengate W from California W to Southfield Road
- Frank Brock Way from Southfield Road eastward to its Dead End.

The recommendation for the specific roads for the summer of 2023 project was prepared by both the City and Project Engineers based upon engineering concerns, road surface conditions, core sampling results, PASER ratings, water main replacements, minimizing disruption, and lowering costs. The advantage of this approach is that it produces an unbiased recommendation, as the engineers are unaware of specific resident concerns, City politics, where individuals reside, etc.

There were no eligible 1C Resurfacing streets south of 696, as these streets tend to be newer and/or have been more recently resurfaced than those north of 696. All streets south of 696 that were eligible for repair under the three-year project were selected for repair during the first two years of this three-year project.

2022 Construction Street Recommendation (Update):

In April of 2021, City Council approved the selection of roads to be repaired during the 2022 road construction season. After further review and consultation with the City Engineers, the Infrastructure Committee is recommending adding the repair of two additional street segments to the 2022 road construction season.

As noted above, the 2022 road construction season is designed to address the more intensive 1A Full Reconstruction and 1B Rehabilitation streets. Grouping these types of streets together for construction in a single season will save the City funds by achieving economies of scale on material purchases, increased production, and by reducing the number of costly mobilizations.

Upon further review, the Committee would like to add the road segment of Bloomfield from 11 Mile Road to Cambridge to the 2022 road project. This street is in a deplorable state (PASER rating of 2) and serves as a major ingress/egress road to a large portion of the City. It would require 1B Rehabilitation, which is consistent with the construction methods being used in 2022.

The Committee also recommends the addition of Meadowbrook from 11 Mile Road to Goldengate (1B Rehabilitation) to the 2022 road project. The road millage project approved by City Council and the electorate in 2021 allocated a very small amount of funds for gravel road paving. Initially, the Committee was planning on making the gravel road selection as part of the 2023 construction season. However, to reduce cost, the City Engineers recommend it be included in the 2022 project with all of the other 1A and 1B construction streets.

This recommendation is made by the following voting members of the Infrastructure Committee:

Item 2B.

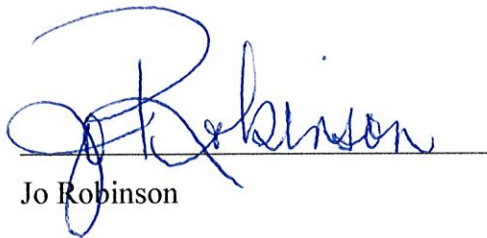


Bruce Kantor, Committee Chair
Mayor Pro Tem

Michael Griffin



Mike Keenan

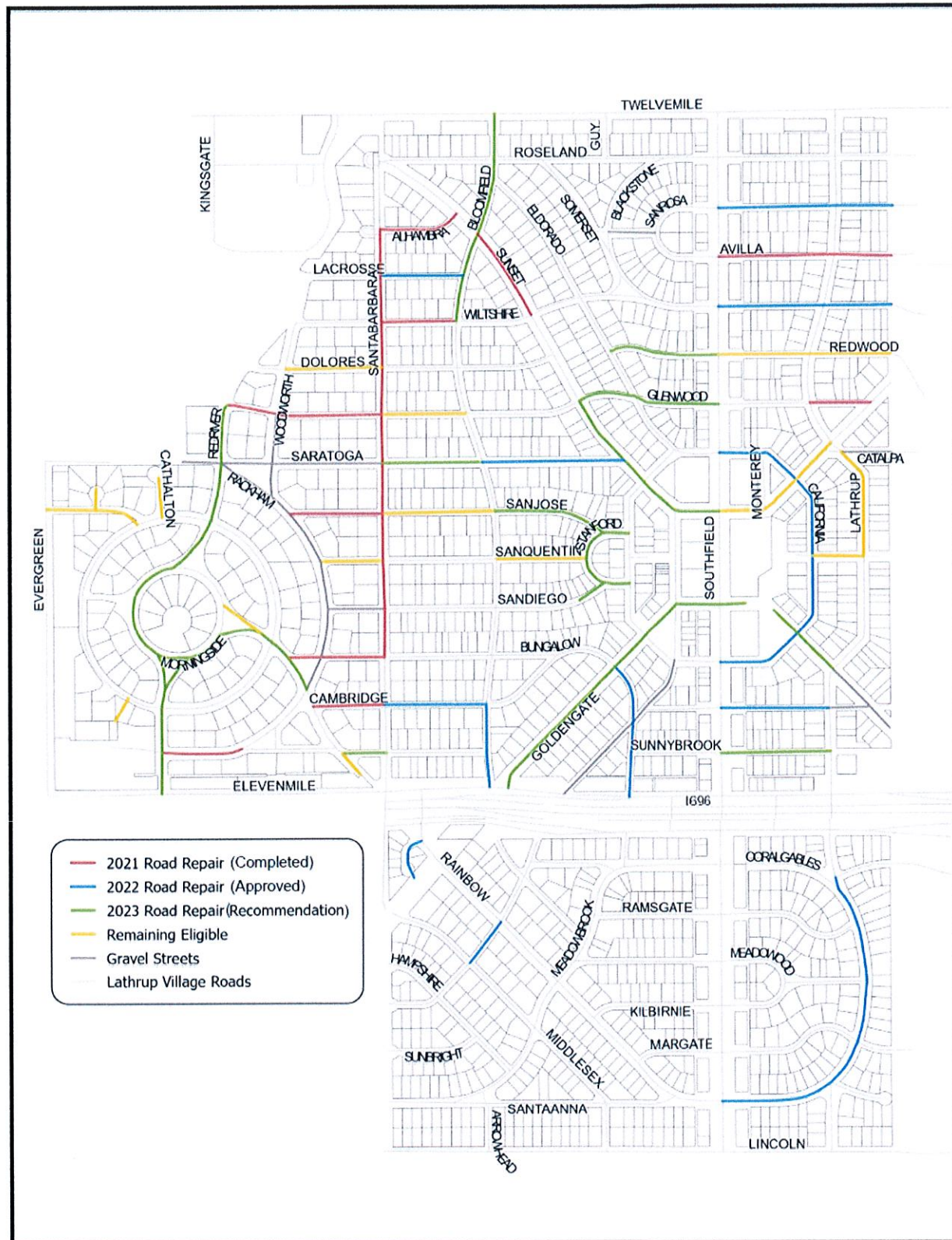


Jo Robinson



Hugo Cardenas

Lathrup Village Paving Schedule Map



Lathrup Village Snow Fall Policy

In the event that snow fall accumulations are over 3 inches the Lathrup Village Police Department will call the DPS Staff member on call. Following the call the

Priority One

All major arterial streets are salted and plowed. These include:

- Sunset Blvd (Roseland to Southfield Rd)
- Santa Barbara Dr (Eleven Mile Rd to Roseland Blvd)
- Bloomfield Dr (Eleven Mile Rd to Twelve Mile Rd)
- Lathrup Blvd (Lincoln Dr to Twelve Mile Rd)
- Rainbow Dr (Eleven Mile Rd to Southfield Rd)

Priority Two

When Priority One routes are done, crews shift to Priority Two, which includes all intersections and City Hall (during office hours and when the Community Room is booked for events)

Crews salt intersections only where the majority of stopping and turning takes place. This permits "tracking" of salt beyond the intersection, and within a few days after a snow, the area is free of ice or snow for the most part. Concentrating on intersections protects the streets and the environment, saving the taxpayers money.

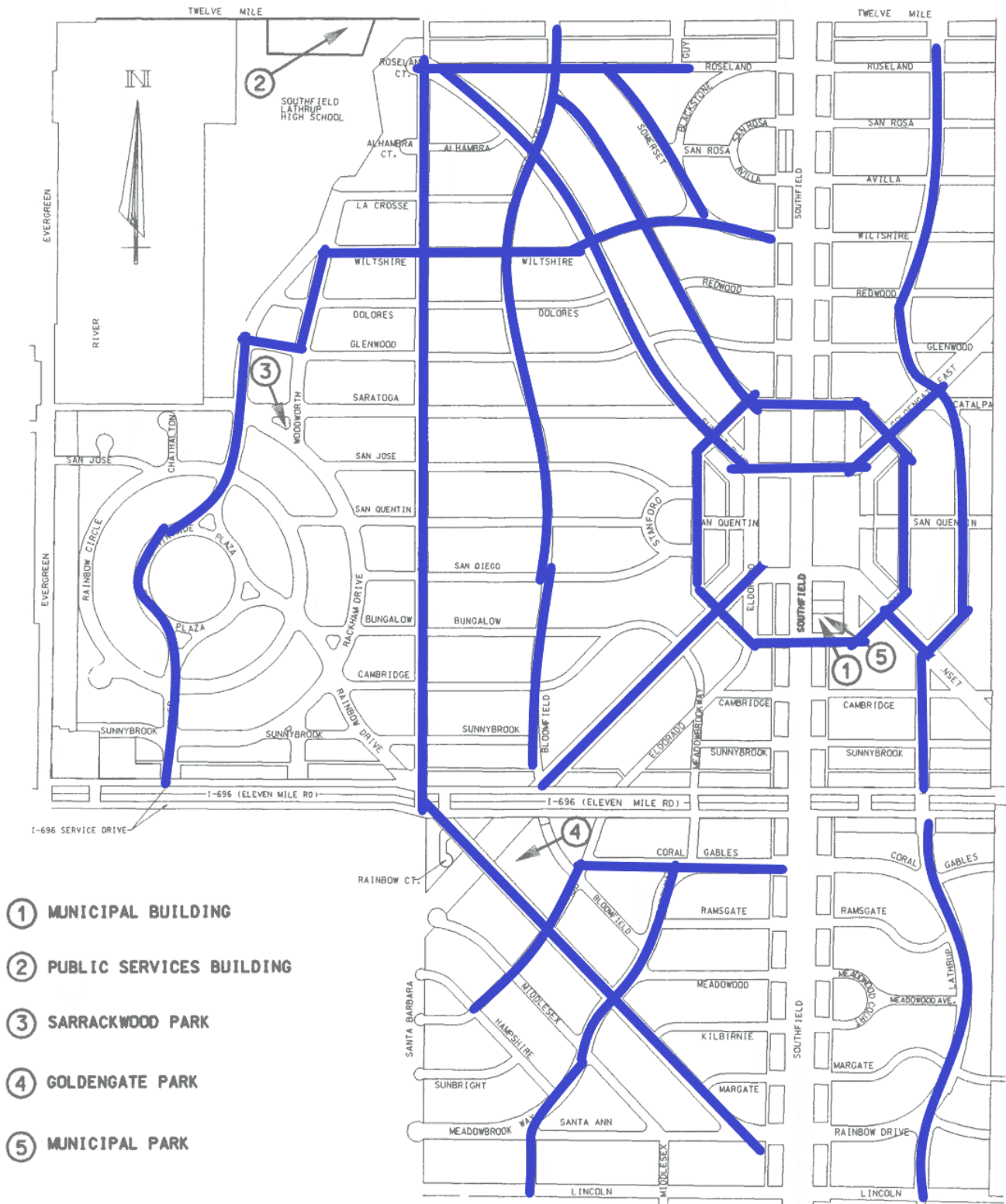
Priority Three

All Lathrup Village Streets are plowed but not salted. This typically includes two heavy plow trucks and 1 pick up truck which is primarily tasked with intersections and dead end streets.



CITY OF LATHRUP VILLAGE OAKLAND COUNTY, MICHIGAN

SALT ROUTE



- ① MUNICIPAL BUILDING
- ② PUBLIC SERVICES BUILDING
- ③ SARRACKWOOD PARK
- ④ GOLDENGATE PARK
- ⑤ MUNICIPAL PARK

(NO SCALE)



A HERITAGE OF GOOD LIVING

City Administrator

City of Lathrup Village
27400 Southfield Road | Lathrup Village, MI 48076
Office: 248.557.2600

COUNCIL COMMUNICATION:

TO: Mayor Garrett and City Council Members
FR: Pam Bratschi, Chief Scott McKee, and Susie Stec, Interim City Administrators
DA: December 20, 2021
RE: Updated Generator Quote

At the December 20, 2021 meeting, City Council approved the use the initial American Rescue Plan Act (ARPA) disbursement, in part, on a new backup generator. At the time, City Council was presented with one (1) quote from Eckler Electric in the amount of \$166, 825.

City Council directed City Administrators to solicit additional quotes. Unfortunately, the companies contacted either did not respond or declined to provide a quote citing staffing constraints. Additionally, when following up with Eckler Electric, they indicated the quote needed to be updated to reflect updated costs. The new quote is for \$178,503 (see attached).

Suggested Motion:

Authorize the Interim City Administrators to accept the Eckler Electric proposal and scope of work and move forward with the purchase and installation of a new generator.



Electrical Proposal & Scope of Work

To: **The City of Lathrup Village**
27400 Southfield Rd.
Lathrup Village, Michigan. 48076

Job Number: **218-0542**
 Date: **12/28/2021**
 Estimator: **David Eckler**
 Project Address: **27400 Southfield Rd.**
Lathrup Village, Mi 48076
 REF: **Lathrup Village Generator**

Attn: **Scott**

Eckler Electric, LLC will furnish and install electrical work for the above project as described herein. All electrical work as described in the electric drawings dated: N/A and specification section(s) Limited to drawings is included except as noted or clarified below.

This proposal includes Addenda Number(s): N/A

Included		Included	
false	Sales & Use Tax	false	Painting/Patching (except electrical touchup)
true	Electrical Permit Costs	false	Voice, data, sound, security, wiring
false	Payment and Performance Bond	false	Fire alarm
true	Design Services	false	Overtime
true	Trenching, Excavation & Backfill	true	Electrical Demolition, Cut & Cap
true	Concrete (pads, etc.), Light Poles	false	Temporary wiring for single phase
false	Winter Conditions	false	Lights/receptacles for construction purpose
false	Removal of spoils from Site	false	Arc Flash/Coordination Study

This proposal is based upon Eckler Electric, LLC's Standard Terms and conditions (see final page) unless otherwise indicated below:

Included

Lead time for generator as of this date are running 4 to 6 months out.

- (1) Meter is included for new service.
- (1) CT cabinet is included for new service.
- (1) 150KW Generator is included.
- A concrete pad for the generator.
- (1) 800AMP ATS Service rated is included.
- Engineering and drawings as necessary for permit.
- Excavation with back fill is included. (See Exclusions.)
- A natural gas line from the gas meter.
- Removal of the old generator and related equipment.
- Temporary power for the police department only.

Excluded

-

Exclusions and Clarifications

- 2nd, 3rd shift, overtime and or an accelerated schedule
- DTE Fees
- Large rocks, Debris, Spoils, to be removed by others, we will stockpile to a location on site once directed.
- Saw cutting, Concrete removal and Concrete replacement by others.
- Drywall Removal and Drywall Replacement
- Tele Data Wiring, Terminations and Devices by others
- A/V, Security, CCTV, Terminations and Devices by others
- All surveying to be completed by others.



Electrical Proposal & Scope of Work

- We are not responsible or any pricing escalation in excess of 7.5% nationality.
- We are not responsible for any special shipping for delays in material shortages.
- We are not responsible for any delays in material shortages.

We exclude any liquated damages

Qualifications

-

Work to be performed during normal business hours. Normal business hours: 7am – 3:30pm. Additional premium may be applied to unscheduled hours outside of normal business hours.

Base Bid: \$178,503.00

X

Please sign here



Electrical Proposal & Scope of Work

Standard Terms & Conditions:

1. Eckler Electric, LLC is an open-shop contractor.
2. Payments are to be made to Eckler Electric by the tenth (10th) day of the month following receipt of invoice unless other terms are agreed upon in writing. Any amount not paid by the tenth (10th) of the month following invoice is considered past due.
3. Past due balances are subject to time price differentials or finance charges of 1.5% per month (18% annually).
4. In the event that amounts due are placed for collection, Purchaser agrees to pay all costs, including but not limited to, reasonable attorney fees.
5. Subcontract terms and conditions are subject to review and approval prior to award of a subcontract to Eckler Electric, LLC.
6. Terms are pending approval by Eckler Electric, LLC credit manager.
7. The project schedule and any modifications shall allow Eckler Electric a reasonable time to complete Eckler Electric's work in an efficient manner considering the contract completion date or time(s) set forth in the subcontract documents. Eckler Electric shall be entitled to an equitable adjustment in the price of the work, including but not limited to, any increased cost of labor, including overtime and/or materials, resulting from any change in the schedule, acceleration, out of sequence work, or delay caused by others for whom Eckler Electric is not responsible.
8. The price includes a warranty as specified in the Bid Documents. No other warranty is expressed or implied.
9. Eckler Electric's indemnification requirements shall never exceed more than "to the extent". Eckler Electric or its subordinate parties are responsible for the action requiring indemnification.
10. The Purchaser shall, if the Project Owner does not, purchase and maintain all-risk insurance upon the full value of the work performed and/or materials delivered to the jobsite, which shall include the interest of Eckler Electric.
11. No back charge or claim of Purchaser for repair or completion of Eckler Electric's work shall be valid except by an agreement in writing by the Subcontractor before the alleged work is started. O'Donnell must be provided with written notice and reasonable time to cure any alleged defects or incomplete work.
12. Contractor shall not withhold from Subcontractor as retainage a percentage that is higher than the percentage held by Owner on Subcontractor's work. Within seven (7) days after receiving any retainage relating to Subcontractor's work, Contractor will pay the same to Subcontractor. All retainage withheld from Subcontractor progress payments shall be released within thirty (30) days after substantial completion of Subcontractor's work, less reasonable value for uncompleted work. Contractor shall pay Subcontractor from the amount withheld for uncompleted work on a monthly basis as each item of work is completed.
13. General Contractor/Purchaser is responsible for security of the Project to protect against theft of Eckler Electric's materials and/or equipment regardless of whether or not the materials and/or equipment is installed or stockpiled.
14. If Purchaser brings litigation against Eckler Electric, whether against Eckler Electric alone or against Eckler Electric and others, such litigation shall be brought in Oakland County, MI.
15. The terms of this agreement shall take precedent over any conflicting terms or conditions on a purchase order or subcontract or other document issued by Purchaser.
16. Acceptance – This quotation and its provisions may only be accepted only on the terms and conditions stated above. Acceptance by any means other than execution of this quotation (i.e., the commencement of any work, performance of any services, or the shipment of any goods, etc.) shall be deemed acceptance of the terms and conditions stated in this quotation and none other. Any additional, different, or inconsistent terms or conditions contained in any form of bid, proposal, acknowledgement, acceptance or confirmation used by Purchaser shall be of no force or affect whatsoever unless specifically agreed to in a separate written instrument signed by an authorized representative of Eckler Electric, LLC after the date of this quotation. Eckler Electric specifically objects to the inclusion of any different or additional terms or conditions by the Purchaser in acknowledging and accepting the Subcontract.



A HERITAGE OF GOOD LIVING

Susie Stec

Interim City Administrator

City of Lathrup Village

27400 Southfield Road | Lathrup Village, MI 48076

sstec@lathrupvillage.org

Office: 248.557.2600 x 223

COUNCIL COMMUNICATION:

TO: Mayor Garrett and City Council Members

FR: Susie Stec, Interim City Administrator

DA: January 21, 2022

RE: City Administrator Search Firms

City Council has received three (3) proposals to conduct a City Administrator search from:

- Baker Tilly US (\$24,500)
- GovHR USA (\$22,500)
- Michigan Municipal League (\$19,000)

Suggested Motion:

Select _____ to conduct the City Administrator search on behalf of the City of Lathrup Village, and authorize the Interim City Administrators to take appropriate steps to move the process forward.



EXECUTIVE SEARCH

Service Overview







michigan municipal league

The Michigan Municipal League has been committed to providing the best possible advocacy, resources, and service to Michigan communities since 1899. We provide our members with the tools and knowledge they need to effectively manage and develop their communities. With the League's intimate knowledge of communities' needs and challenges, we are in a unique position to provide a comprehensive executive search service.

The executive search service is a resource offered to strengthen the quality of municipal government and administration through successful placement of public leaders. The League is invested in the community before, during, and after the search and is dedicated to a long-term partnership. A typical League search takes at least 120 days and is customized to the specific needs of the community.



Executive Search Overview

Typical Service includes:

- Up to FOUR personal visits with the search facilitator
- Engagement of elected officials, department heads, and staff in the profiling process to facilitate consensus building around the necessary skills, knowledge, attributes, and team leadership expectations
- An extensive community profile and recruitment brochure
- Advanced marketing, including customized online advertising, targeted emails, and the League's social media
- Direct recruitment of passive candidates
- Personal pre-screening of viable applicants and reference checks
- Development of customized interview questions and the candidate selection format/process
- Assistance with the conditional offer of employment, background check, and contract negotiation

Package Price: \$17,000 for members and \$21,000 for nonmembers

Enhanced Service includes:

All Typical Services:

- Up to FIVE personal visits with the search facilitator
- Community roundtables during the profile processes
- Open house during interview process

Package Price: \$19,000 for members and \$23,000 for nonmembers



For a less complex search, the Basic Service includes:

Up to THREE personal visits with the search facilitator, which includes one day dedicated to interviews

- A community profile and recruitment brochure
- Standard marketing and advertising
- Personal pre-screening of viable applicants and reference checks
- Development of customized interview questions and the candidate selection format/process
- Background check

Package Price: \$14,000 for members and \$17,000 for nonmembers

Optional Services (Priced per service in addition to package cost):

- Community outreach meetings and public forums
- Recruitment video
- Social event or non-traditional setting for candidate screening
- Background checks at point of interview
- Media packet with press releases provided for the local media at key points



Services at a Glance

SEARCH TASKS	Search Levels		
PROFILING PROCESS	Basic	Typical	Enhanced
Engagement of Elected Officials	•	•	•
Engagement of Department Heads and Staff		•	•
Engagement of Community Members			•
Review Compensation Package	•	•	•
Standard Candidate Profile and Brochure	•	n/a	n/a
Extensive Candidate Profile and Brochure		•	•
ADVERTISING & MARKETING	Basic	Typical	Enhanced
Placement in League Classifieds Website	•	•	•
Standard Advertising (up to 3 job boards)	•	n/a	n/a
Advanced Advertising		•	•
Social Media Announcements	•	•	•
Direct Recruitment of Passive Candidates		•	•



SEARCH TASKS	Search Levels		
CANDIDATE SCREENING & SELECTION	Basic	Typical	Enhanced
Pre-Screening Activities/Application Analysis	•	•	•
Develop Standard Interview Format and Questions	•	n/a	n/a
Develop Robust Interview Format and Questions		•	•
Attendance During Interview Process	•	•	•
Assist and Attend Open House Function			•
Extend Conditional Offer w/ Sample Contract	•	•	•
Initiate Contract Negotiations		•	•
Conduct Full 3 rd -party Background Check	•	•	•
OUR GUARANTEE *Applies to municipal executives only	Basic	Typical	Enhanced
Our One-Year Guarantee		•	n/a
Our Two-Year Guarantee			•





michigan municipal league

Prepared by the Michigan Municipal League

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Membership Engagement
1675 Green Road
Ann Arbor, MI 48105
734.669.6362
helliott@mml.org

CITY OF LATHRUP VILLAGE, MICHIGAN CITY ADMINISTRATOR

**Recruitment Proposal
December 23, 2021**



630 Dundee Road

Suite 225

Northbrook, IL 60062

Primary Contact Person: Laurie Pederson

Director of Administrative Services

847-380-3240

info@GovHRusa.com

A note about COVID-19 -- We are carefully monitoring recommendations from the federal, state and local governments and working with clients as they begin to reopen. Before COVID we made extensive use of technology for video interviews with candidates and meetings with clients. We have utilized these during COVID and can combine technology with appropriate in person meetings to assist clients in cost effective recruiting.

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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 is led by Heidi Voorhees, President, and Joellen Cademartori, Chief Executive Officer. Ms. Voorhees has conducted more than 400 recruitments in her management consulting career, with many of her clients 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. 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.

GovHR has a total of thirty-five consultants, both generalists and specialists (public safety, public works, finance, parks, etc.), who are based in Arizona, Colorado, Florida, Georgia, Illinois, Indiana, Massachusetts, Michigan, Minnesota, Ohio, Tennessee, Texas and Wisconsin, as well as eight reference specialists and nine support staff.

Our consultants are experienced executive recruiters who have conducted over 900 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 Team

Project Manager & Main Point of Contact:

GovHR Vice President Ryan Cotton will be responsible for your recruitment and selection process. His biography is attached to this Proposal and his contact information is:

Ryan Cotton

Vice President

616-638-8910

RCotton@GovHRusa.com

Proposal Inquiries:

Laurie Pederson

Administrative Services Director

847-380-3198

LPederson@GovHRusa.com

GovHR Owners:

Heidi J. Voorhees

President

847-380-3240

HVoorhees@GovHRusa.com

Joellen J. Cademartori

Chief Executive Officer

847-380-3239

JCademartori@GovHRusa.com

References

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

Portage, WI

(Finance Director/Treasurer - Professional Outreach, In Progress)

(Utilities Manager - Professional Outreach, 2021)

(Director of Public Works - Professional Outreach, 2021)

Shawn Murphy, City Administrator

115 W. Pleasant St.

Portage, WI 53901

608-742-2176

Shawn.Murphy@portagewi.gov

Duvall, WA

(City Manager, 2021)

Amy Ockerlander, Mayor

15535 Main Street NE

Duvall, WA 98019

206-305-8258

amy.ockerlander@duvall.wa

A list of the recruitments conducted by GovHR consultants is included with this Proposal, and a complete list of clients is available on our website at www.govhrusa.com. We would be happy to provide you with contact information for any of these clients upon request.

Project Approach and Methodology

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.

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 6,000 visits to our website each month. Finally, we develop a database customized to your recruitment and can do an email blast to thousands of potential candidates.

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
 - Social media: LinkedIn (over 15,000 connections), Facebook, 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 (at least 2 references per candidate will be contacted at this time)
 - 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:

GovHR USA Background Screening	
✓ Social Security Trace & Verification	✓ County/Statewide Criminal
✓ U.S. Federal Criminal Search	✓ Civil Search
✓ Enhanced Verified National Criminal	✓ Bankruptcy, Leans and Judgements
- National Sex Offender Registry	✓ Motor Vehicle Record
- Most Wanted Lists FBI, DEA, ATF, Interpol	✓ Education Verification – All Degrees Earned
- OFAC Terrorist Database Search	Optional: Credit Report – Transunion with score (based on position and state laws)
- OIG, GSA, SAM, FDA	Optional:
- All felonies and misdemeanors reported to the National Database	Professional License Verification
	Drug Screen
	Employment Verification

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 five or six 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.

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 President Heidi Voorhees was a keynote speaker at the first meeting of the WCMA Women's Leadership Seminar. Our employees and consultants all underwent Implicit Bias Training in the last year and we are frequent speakers on incorporating DEI values in recruitment and selection. 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, Ft. 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 the organization.

Project Timeline

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

Weeks 1 & 2	Phase 1: On Site 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

Full Scope Recruitment – Price Proposal

Summary of Costs: Full Scope	Price
Recruitment Fee:	\$18,500
Recruitment Expenses: (not to exceed) ➤ Expenses include candidate due diligence efforts	1,500
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.	2,500*
Total:	\$22,500**

*We are carefully monitoring recommendations from the federal, state and local governments and working with clients on alternatives to in person meetings. We are fully operational and can work with you via video and by utilizing electronic files. If at the time of recruitment, COVID-19 restrictions are lifted and travel is possible, we are happy to attend meetings in person.

**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:

1st Payment: 1/3 of the Recruitment Fee (invoice sent upon acceptance of our proposal).

2nd Payment: 1/3 of the Recruitment Fee and expenses incurred to date (invoice sent following the recommendation of candidates).

Final Payment: 1/3 of the Recruitment Fee and all remaining expenses (invoice sent after recruitment is completed).

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 – Full Scope Recruitment

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 six months of the employee's departure.

Limited Scope Recruitment – Scope of Services

GovHR offers Clients a "Limited Scope" recruitment process, designed for clients who require only partial assistance with a recruitment.

The first several components of a Limited Scope Recruitment Process and a Full Recruitment and Selection Process are similar. The consultant will:

- Meet with employees and other stakeholders
- Develop and place the position announcement on websites and on social media outlets
- Conduct outreach for candidates via personal and electronic contacts
- Review all resumes for fit for position
- Conduct video interviews.
- Complete two references for each finalist candidate
- Prepare an electronic Recruitment Portfolio that includes the information on the recommended candidates. This will be provided to the Client a few days in advance of a candidate presentation meeting.

At this point in the Limited Scope Recruitment process, GovHR involvement will be complete.

The key differences between the Limited Scope Recruitment Process and the Full Recruitment and Selection Process are:

- A Recruitment Flyer, instead of a full Brochure, will be prepared for the Limited Scope Recruitment. This flyer will be distributed as a .pdf file.
- GovHR will not conduct background investigations (court, credit, motor vehicle records checks, etc.)
- GovHR will not offer any guarantee regarding the selection and tenure of the candidates. GovHR will bill the client immediately after presentation of candidates and will not redo the recruitment and selection process if the Client is unsuccessful in hiring someone from the group of recommended candidates.
- Development of interview questions, second interview questions, and assistance with contract negotiations will be the responsibility of the Client.

Limited Scope Recruitment – Price Proposal

Summary of Costs: Limited Scope	Price
Recruitment Fee:	\$16,500
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.	2,500*
Total:	\$19,000**

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

We are carefully monitoring recommendations from the federal, state and local governments and working with clients on alternatives to in person meetings. We are fully operational and can work with you via video and by utilizing electronic files. If at the time of recruitment, COVID-19 restrictions are lifted and travel is possible, we are happy to attend meetings in person. For this reason, we have priced travel as a separate expense.

**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 the 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

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.

Payment for Fees & Services

Professional fees and expenses will be invoiced as follows:

1st Payment: 1/2 of the Recruitment Fee (invoice sent upon acceptance of our proposal).

Final Payment: 1/2 of the Recruitment Fee and expenses incurred (invoice sent following the recommendation of candidates).

Payment of invoices is due within thirty (30) days of receipt.

Virtual Recruitment Option

Summary of Costs: Virtual	Price
Recruitment Fee:	\$8,000
Advertising: *Advertising costs over \$2,000 will be placed only with client approval. If less than \$2,000, Client is billed only for actual cost.	2,000*
Total:	\$10,000**

GovHR offers a condensed process called a “Virtual Recruitment”. GovHR services will include the following:

- Telephone conference regarding the position and the recruitment process.
- Review of position job description and any prior position announcements.
- Preparation of two-page position announcement for client review and approval.
- Posting of position announcement on GovHR’s website and social media sources (Twitter, Facebook, LinkedIn, Instagram).
- Distribution of position announcement to relevant professional network contacts via direct e-mail or telephone.
- Preparation of matrix for client review and approval that identifies key position requirements with which to evaluate candidates.
- Review of each candidate’s qualifications against key position requirements and presentation of candidate matrix.

Payment for Fees & Services

Professional fees and expenses will be invoiced as follows:

1st Payment: 1/2 of the Recruitment Fee (invoice sent upon acceptance of our proposal).

Final Payment: 1/2 of the Recruitment Fee (invoice sent following the candidate matrix).

Payment of invoices is due within thirty (30) days of receipt.

Why Choose GovHR?

- We are a leader in the field of local government recruitment and selection with experience in more than 41 states, in communities ranging in population from 1,000 to 1,000,000. More than 28% 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.
- We are committed to bringing a diverse pool of candidates to your recruitment process. We network extensively with state, city and county management associations, attending more than 20 state and national conferences each year. In addition, we support and attend the meetings of League of Women in Government, the Local Government Hispanic Network, National Forum for Black Public Administrators and Engaging Local Government Leaders.
- We conduct comprehensive due diligence on candidates. 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.
- 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 are committed to working with you until you find the candidate that is the best fit for your position.

Qualifications

Please note the following key qualifications of our firm:

- Since our establishment in 2009, our consultants have conducted hundreds of recruitments in 41 states, with an increase in business of at least 30% each year. Twenty-eight (28%) of our clients are repeat clients, the best indicator of satisfaction with our services.
- 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.
- Our state-of-the-art processes, including 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.

Contract Signature Page

We believe we have provided you with a comprehensive proposal; however, if you would like a service that you do not see in our proposal, please let us know. We can most likely accommodate your request.

This proposal will remain in effect for a period of six months from the date of the proposal. We look forward to working with you on this recruitment and selection process!

City of Lathrup Village, Michigan agrees to retain GovHR USA, LLC ("GovHR") to conduct a City Administrator Recruitment in accordance with its proposal dated December 23, 2021. The terms of the proposal are incorporated herein and shall become a part of this contract.

ACCEPTED:**City of Lathrup Village, Michigan**

By: _____

Title: _____

Date: _____

Billing Contact: _____

Billing Contact Email: _____

GovHR USA, LLC

By: _____

Title: _____

Date: _____

PLEASE SELECT ONE:

- ☐ **Full Recruitment Service**
- ☐ **Limited Recruitment Service**
- ☐ **Virtual Recruitment Service**

Optional Services

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.



RYAN COTTON



Ryan Cotton is a Vice President with GovHR USA, and has over 35 years of experience as a local government management professional in multiple communities in three states including Duvall, Washington, Montpelier, Vermont and Grand haven, Spring Lake, Eastpointe, Caledonia, and Holland Michigan. Mr. Cotton is an ICMA Credentialed Manager.

From 2012 to 2017, Mr. Cotton served as the City Manager of Holland, a progressive, vibrant, diverse community in West Michigan. During his tenure in Holland, Mr. Cotton was responsible for a \$36 million budget and 185 full-time employees. Consensus on \$28 million in capital asset redevelopment was accomplished. Mr. Cotton was known for his organizational planning and facilitation, strategic management, neighborhood redevelopment, fiscal management, multicultural human relations, intergovernmental collaboration, and grant outcomes.

Mr. Cotton served as the Village Manager in Spring Lake, Michigan from 2002 to 2012 and as City Manager in Grand Haven, Michigan from 1995 to 2002. Spring Lake and Grand Haven are full-service, waterfront communities with high service demands. In Spring Lake, new intergovernmental agreements resulted in shared and expanded services. Mr. Cotton facilitated multiple community consensus building opportunities including master plans and strategic plans.

Prior City Manager services were provided to Montpelier, Vermont from 1986 to 1994 where Mr. Cotton grew regional collaboration for improved ambulance services. He also assisted the Vermont League of Cities and Towns on municipal recruitment and team building. In each community, Mr. Cotton oversaw labor relations and conducted strategic planning and facilitation for multiple non-profits. Mr. Cotton also served in leadership roles for regional services and on statewide boards.

Ryan has extensive grant experience in Illinois, Michigan, and Vermont. He brought in more than \$20 million in grants and other non-local tax funding to communities he served-- achieving a 95% success rate.

PROFESSIONAL EDUCATION

- Master of Arts degree in Political Science, Western Michigan University
- Master of Public Administration degree, University of Kansas
- Bachelor of Arts degree in Public Administration, Miami University, OH

PROFESSIONAL DEVELOPMENT AND SPEAKING ENGAGEMENTS

- Adjunct Instructor, Grand Valley State University and Hope College
- West Michigan Green Infrastructure Conference, Michigan Department of Environmental Quality Grand Valley State University, Grand Rapids, Michigan, 2015
- Testimony to State of Michigan House and Senate Committees, On-Bill Energy Legislation, resulting in eventual adoption and Governor's signature, 2014
- Michigan Association of Municipal Attorneys, The ABCs for Municipal Attorneys, Lansing, Michigan, 2009
- Testimony to the State of Michigan House Committee on Land Use and the Environment, Impact Fees, 2013
- Michigan City Management Association, Community Information Systems, Ypsilanti, Michigan, 1999
- Michigan Municipal League, Building a Sense of Place Grants, Muskegon, Michigan, 1998

- Vermont Association of Realtors, Impact Fees and Cities, 1988
- National Caucus of New England Legislators, Growth in New England, in Manchester, New Hampshire, 1988
- International City Manager Association National Conference, Service Request Systems, San Antonio, Texas, 1984

MEMBERSHIPS AND AFFILIATIONS

- Michigan Local Government Managers Association, Former Board of Directors
- West Michigan Strategic Alliance, Former Board of Directors

PROFESSIONAL BACKGROUND

- Interim City Administrator, Duvall, WA, 2021
- Interim City Manager, Eastpointe, MI 2019
- Interim Village Manager, Caledonia, MI 2019
- Interim City Manager, Eastpointe, MI 2018
- City Manager, Holland, MI 2012-2017
- Village Manager, Spring Lake, MI 2002-2012
- City Manager, Grand Haven, MI 1995-2002
- City Manager, Montpelier, VT 1986-1994
- Assistant City Manager, Upper Arlington, OH 1984-1986





Michigan City Management Client List

STATE	CLIENT	POSITION	POPULATION	YEAR
Michigan	Adrian	City Administrator	20,676	2018
	Albion	City Manager	8,337	2018
	Alpena	City Manager	10,410	2012
	Caro	City Manager	4,208	2012
	Charlotte	City Manager	9,100	2020
	Clawson	City Manager	11,946	2021
	Delta Charter Township	Township Manager	32,400	2014
	Eastpointe	City Manager	32,673	2019
	Ferndale	City Manager	20,428	2019
	Hamtramck	City Manager	21,752	2017
	Kalamazoo	City Manager	75,000	2013
	Lincoln Park	City Manager	36,665	2019
	Oakland Township	Township Manager	16,779	2013
			19,132	2018
	Rochester	City Manager	13,000	2015
	Royal Oak	City Manager	59,112	2019
	Royal Oak Township	Township Manager	2,600	2021
	Troy	Assistant City Manager	83,181	2019
		City Manager	83,181	2018



City of Lathrup Village, Michigan

Proposal to provide executive recruitment services

December 20, 2021

 **bakertilly**
now, for tomorrow.

Baker Tilly US, LLP
2500 Dallas Parkway, Suite 300
Plano, TX 75093
T: +1 (972) 748 0300
F: +1 (214) 452 1165
bakertilly.com

December 20, 2021

Chief Scott McKee
Police Chief – Acting City Manager
27400 Southfield Road
Lathrup Village, MI 48076

Email: policechief@lathrupvillage.org

Dear Chief McKee:

Baker Tilly US, LLP (Baker Tilly) appreciates the opportunity to submit the following proposal for executive recruitment services to the City of Lathrup Village (the City) to help you identify your next City Manager/Administrator. We believe that our record of successfully placing qualified and very accomplished professionals, along with our extensive experience providing executive recruitment services to cities, counties and other public-sector organizations nationwide, will be beneficial for your recruitment and will allow us to find the candidate who has the traits, skills, experience and overall competence you desire for your organization.

We know that you have options when it comes to selecting an executive recruitment firm. However, we believe that our unique approach, highly regarded customer service, record of success, our experience and overall ability to identify, recruit and place top-level executives in similar roles, sets us apart from our competitors. Additionally, we offer the following unique features:

- **Customized profile development:** essential to our outreach, marketing & recruitment process
- **Proprietary management/leadership assessment reports**
- **Link to one-way semifinalists' video interview responses to position specific questions**
- **Proprietary online application and document management tool**

This proposal details about our approach, expertise, references and pricing for this executive recruitment. The Baker Tilly team would consider it a professional privilege to provide these services to the City of Lathrup Village.

Very truly yours,

BAKER TILLY US, LLP



Edward G. Williams, Ph.D.
Director

M: +1 (214) 608 6363

E: edward.williams@bakertilly.com

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1. General information

Firm introduction

Baker Tilly is a nationally recognized firm with a long history of service to clients located throughout the country. For 90 years, Baker Tilly has understood that our business demands absolute integrity, a belief in the value of trusted relationships and a willingness to collaborate with every client. We will strive to continue to deepen and enhance our relationship with Lathrup Village as we seek to become your **Value Architect™**.

Within Baker Tilly, our executive recruitment team consists of ten recruitment consultants and project coordination staff available to meet your executive recruitment needs. Each consultant assigned to your recruitment has experience working with cities, counties, special districts, not-for-profit organizations and school districts, and the many different disciplines that comprise the Lathrup Village organization. Our consultants bring an experienced, participatory and energetic perspective to each engagement. As such, we reflect our unique approach and personal touch in our internal standard and commitment to outstanding service that meets or exceeds your expectations. Since 2016, our combined consultant team has conducted more than 400 executive searches.

The Baker Tilly project team will collaborate with your City staff and/or designated staff as your technical advisor. As such, we conduct our recruitment processes in a clear, effective, efficient, transparent and professional manner consistent with “best practices” in the public sector executive recruitment space. Our agenda is clear; *“our agenda is your agenda.”* Our objective is to generate a reasonable list of highly qualified candidates and assist you with the screening and evaluation of these candidates to identify your next City Manager/Administrator.

We have structured the Baker Tilly project team to draw upon our 60-plus years of collective service to the public sector and to leverage Baker Tilly’s experience and capacity to find exceptional, qualified candidates.

Since its beginnings, our firm has emerged as a leader in human resource management consulting and executive recruitment. It is our 30+ years of consulting experience, coupled with our unique approach and personal touch that drives our internal standard for delivering outstanding services and leading-edge products.

Project contact

Edward G. Williams, Ph.D., Director
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Plano, TX 75093

T: +1 (214) 842-6478

M: +1 (214) 608 6363

F: +1 (214) 452 1165

E: edward.williams@bakertilly.com

2. Understanding and approach

Lathrup Village's recruitment will be national and inclusive in nature, with a candidate pool of diverse, experienced and talented individuals.

Our understanding of Lathrup Village's needs

We understand the City is looking for a timely, effective, efficient, responsive, well-managed and thorough search process to recruit and identify highly qualified candidates for you to identify your next City Manager/Administrator.

Baker Tilly public sector executive recruiters will work with your City or designated staff, to understand the traits, attributes, capabilities and overall qualifications that are most important to your organization for this recruitment. The information we gather helps us customize an executive recruitment marketing, recruitment and outreach strategy that presents the City of Lathrup Village as a well-managed, progressive, forward thinking and transparent municipal organization that is committed to service efficiency, responsiveness and continuous improvement.

We recognize that there is significant competition for experienced local government managers, leaders and executives today. For this reason, we work with you to develop recruitment strategies that include an aggressive marketing, recruiting and candidate outreach campaign. As you know, a successful recruitment often depends upon the ability to reach successful executives who may not necessarily be in search of new employment opportunities or who may be waiting for the right opportunity. Thus, we use our existing resources, successful methods and approaches to inform and encourage qualified professionals to consider and apply for opportunities such as those you may have in your organization. We believe that these efforts are essential to ensuring that your City staff receives and is able to select from a large number of qualified candidates.

Baker Tilly manages and tracks applicant information and provides regular communication, updating the applicants on the status of each recruitment. Our communications are always professional and respectful.

We take pride in our ability to provide your City staff with comprehensive details and information about each candidate we present; expanding beyond applications, cover letters and resumes to better understand, compare and contrast individual professional experience, leadership traits and the management style he or she would bring to your organization. Furthermore, we explore and attempt to understand their motivation for pursuing each career opportunity. We also are able to provide you with a fully customized interview process to include suggested questions, interview day scheduling and planning, as you deem necessary or appropriate. Additionally, the lead consultant is available to you, or your designee, before, during and after each interview session and can facilitate your deliberations and employment offer and negotiations with the individual you select as finalist.

2. Understanding and approach

Proposed solution to meet Lathrup Village's needs

Edward Williams, project team leader, will conduct your recruitment out of our Plano, Texas office. Our highly regarded executive recruitment process includes five major tasks:

1. Recruitment brochure development and advertising

- We schedule and meet with your City's elected officials, appointed management team members and/or key stakeholders, as instructed, to understand your leadership vision, strategic direction and candidate expectations, then use the information we gather to develop a candidate profile, which will require your input and final approval. We consider the profile our search baseline.

2. Execution of recruitment strategy and identification of quality candidates

- Using the profile you approve, we develop a colorful, informative and appealing brochure, then embark on a national or regional targeted marketing, recruitment and outreach campaign to identify individuals who best match your desired profile.
- Additionally, we simultaneously launch a direct applicant outreach campaign targeting eligible prospects who we identify by building a detailed query into our searchable applicant database.
- Using our proprietary applicant tracking system, we communicate with all applicants about the process, established timelines and next steps in the process.

3. Screening of applications, review of semi-finalists and selection of finalists

- Once we identify those applicants who most closely match your desired profile, we assign them several tasks including our Due Diligence Questionnaire and Candidate Questionnaire, while the project team conducts a comprehensive web and social media scan to elicit information that could be relevant to employment and continuation in our process.
- We also provide selected applicants with a link that will take them to our proprietary one-way video interview portal. There, the candidates complete a one-way video interview, answering questions designed to give us an additional perspective on each applicant's candidacy as it relates to your desired profile.
- Once we gather the responses from the items listed above, we prepare and provide you with an electronic (PDF) Semi-Finalists Report listing 10 to 15 applicants who best appear to meet your desired profile. This report includes a list of all applicants and copies of resumes, cover letters and Due Diligence Questionnaire responses.
- We then ask you to identify four or five, plus one alternate, as finalists. We then ask this group to complete our management and leadership style assessment, which provides us with additional information, including development needs, strengths, personality and behavior analysis. This tool provides us with information about each finalist, which we have found to be important to the selection process.

4. Background report checks, reference checks, social media presence, academic verifications

- We secure authorization from each finalist to conduct a comprehensive background check and reports.
- We obtain a list of up to ten current or former supervisors, peers or direct reports from each finalist to contact as references.
- We provide you with a report summarizing all responses to our customized reference questionnaire.
- We verify academic credentials and professional certifications.
- We conduct an exhaustive review of social and electronic media sites and other publications, to identify any information that may be relevant to the hiring of each individual you interview.
- We provide a comprehensive reference check and report for each finalist.

5. Final interview process

- Once you identify your finalists, we work with your designated staff to design, prepare and provide technical support to ensure a smooth, effective and efficient interview process, which may include the scheduling and support for virtual interviews. If requested, we work with the selected finalist and your designated staff to finalize an employment agreement.

2. Understanding and approach

Recruitment solutions during the Covid-19 Pandemic

In response to the COVID-19 pandemic, the Baker Tilly executive recruitment team will work closely with the Lathrup Village designated point of contact to develop alternative methods to complete all aspects of our established search processes using existing technologies and ensuring the overall safety of all involved, which may require virtual or telephonic meetings or interviews. Notwithstanding, we will creatively collaborate with your organization to gather and provide you with critical information essential to your hiring decisions.

When the time arrives for the City to interview candidates, we will respect and comply with the guidelines established and recommended by local, state or federal, public health or medical professionals, including social distancing and related guidelines or protocols.

The project team leader for your recruitment have successfully organized and directed several successful virtual and on-site interview processes following the prescribed social distancing protocols and best practices. As such, Edward is able to provide corresponding

The Baker Tilly executive recruitment process

Task I: kickoff, marketing, recruitment and outreach

Our comprehensive recruitment process begins with the development of a detailed marketing and recruitment brochure, which includes specific details, outlined in the candidate profile, which we consider the most important first step in your recruitment process. The candidate profile includes important details such as required and desired education, professional certifications, professional experience, leadership traits and attributes, management style and related personal characteristics. These qualifications may serve as predictive indicators of the success of your next City Manager/Administrator. The recruitment brochure will also include key information about your community and information that captures and conveys the essence of your organization.

To launch the project, the project team leader will meet (on-site or virtually as allowed by established social distancing and stay at home regulations) with City staff members, or designee to discuss your desired and required qualifications. During this meeting, we also gather information on your strategic initiatives, goals and objectives, organizational culture, reporting structures and similar information. Additionally, we attempt to understand the overall scope and responsibilities of your next City Manager/Administrator, including individual and organizational goals. We also attempt to understand the key issues, challenges and opportunities your City Manager/Administrator will face. Additionally, we gather information about the total reward (compensation and benefits) you offer for this position. [See example of a recruitment brochure in [Appendix I.](#)]

Once we gather all necessary information, we prepare a draft recruitment brochure for your review and approval. We then update the brochure or make your suggested edits or revisions, then launch your executive search. As you can see, the candidate profile is central to our strategy and outreach.

Advertisements for the City Manager/Administrator position could be placed

International City/County Management Association
National Forum of Black Public Administrators
Local Government Hispanic Network
Careers in Government (careersingovernment.com)
Engaging Local Government Leaders (ELGL) website

2. Understanding and approach

Advertisements for the City Manager/Administrator position could be placed

LinkedIn

Project milestone	Deliverables	Timeline
Position profile and recruitment brochure development	- Onsite interview with the City - Baker Tilly will receive information regarding the City's budgets, organizational charts, images, logos, etc. - Develop draft documents (recruitment brochure, advertisement, marketing letter and timeline)	2 weeks
Approve brochure, begin advertising and distribute marketing letter	- Brochure sent to the City for final approval - Begin advertising and distribution of recruitment brochure	2 weeks

Task II: execution of recruitment strategy and identification of quality candidates

The Baker Tilly project team leader, utilizing the information gathered during Task I of our process, also works with the City staff and/or designated staff to develop a broad and far-reaching marketing and advertising campaign. We believe this step enhances our ability to notify and invite potential candidates from a talented and diverse pool of professionals. Our team will also advertise your vacancy in relevant and appropriate national professional publications, membership organizations and known recruitment websites. We further believe that our highly trafficked [website](#), which includes an exclusive location dedicated to highlight your vacancy, also encourages potential candidates to consider this opportunity.

Our exhaustive marketing, recruitment and outreach campaign includes a national, state, regional or local scope, as you direct. Another important and essential factor that sets us apart from our competition is the ability to customize queries and search our extensive database of former applicants or former candidates in prior searches. Many of the individuals in our database have manifested interest in specific opportunities, organization size or geographic locations. We view this as an additional opportunity to identify a larger pool of potentially great applicants for your position.

We believe that often times, well-qualified candidates are not actively seeking new employment opportunities. In fact, most may not be actively reviewing job postings or even responding to advertised announcements. However, when we present a potential applicant with key information about an exciting new opportunity, many times they will review, consider and apply for the position, especially if presented by a trusted, experienced firm or a member of their network. We take pride in our ability to locate diverse, highly qualified candidates across the nation based on the professional contacts and relationships we have developed and nurtured over many years.

We supplement our outreach by querying our customizable database, which includes information on recent and past applicants for similar positions. This provides the Baker Tilly team with the ability to customize applicant flow and tracking, and communicate inquiries for candidates based on characteristics important to the City such as geographic location, particular experience, expertise and credentials.

During this part of our process, the project team leader will work with the City staff or designee to reach consensus on the leadership traits and management style you desire your next City Manager/Administrator will bring to your organization. Additionally, we identify the qualifications, experience and education you desire and/or require. We then use our proven strategies to identify other key competencies and work values that many

2. Understanding and approach

organizations would typically associate with individual success in similar positions nationwide.

To ensure the overall effectiveness and timeliness of our communications, we send an acknowledgement to each applicant and provide them with the estimated schedule for your recruitment. We maintain open and productive communications with all applicants throughout the recruitment process. This includes updates, progress and individual status in the search process at every step. We take pride in the many complimentary comments candidates provide regarding our high level and quality of communications. Furthermore, applicants frequently applaud the professional manner in which our team handles their inquiries and information during and after each recruitment.

Project milestone	Deliverables	Timeline
Execution of recruitment strategy and candidate outreach	– Online data collection and profile development – Development of interactive, searchable applicant database for recruitment of your City Manager/Administrator – Baker Tilly performs direct outreach to prospective candidates identified in the recruitment strategy – Utilization of extensive applicant database to identify applications and review applicant pool for competencies/demographics	4-5 weeks

Task III: screening of applicants and recommendation of semi-finalists

During Task III, the project team screens each application and compares qualifications (education, experience, etc.) and responses to our customized supplemental questions to determine overall match to your desired profile. This measure helps us review the overall accuracy and efficiency of our classification and review process. We then narrow the list to a group of 10 to 15 semifinalists for review and identification of four or five finalists (often including an alternate) or the number of individuals you would like to interview and consider.

Another unique aspect of our recruitment process is our use of our proprietary, web based one-way video interview. Each finalist has a limited number of minutes to answer each question, which each applicant sees for the first time when the interview begins. We do not provide questions in advance. Each finalist then has 30 seconds to respond. This tool allows our team to develop a more comprehensive understanding of each candidate's ability to "think quickly." The one-way videos also allow us to evaluate the professional demeanor of each applicant. Our team will provide the City staff and/or the designated staff with a link to review.

Project milestone	Deliverables	Timeline
Applicant screening and recommendation of semi-finalists	– Baker Tilly compares applications to the approved candidate profile, developed in our searchable applicant database – Most promising applicants are asked to complete candidate questionnaires and provide due diligence information – Media, internet and social media scan for information pertinent to future employment – Top candidates identified as semi-finalists	2-3 weeks

2. Understanding and approach

	– Semi-Finalist Report is prepared, including the brochure, master applicant list, cover letter and resume of candidates to be considered – Baker Tilly and the City review and rate video interviews – Baker Tilly sends links to City to review the aggregate responses and ratings – Project team leader meets with City staff to review recommended semi-finalists – City staff selects finalists for on-site interviews – Finalists complete candidate management style assessment, responses are reviewed and interview questions are developed	
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Task IV: conducting background checks, reference checks and academic verifications

Once the City staff has identified a list of “Finalists” Baker Tilly begins the process of conducting reference checks, background report checks and academic verifications. We then prepare a Confidential Reference Report to complete our research and understanding of each applicant’s qualifications, management style, leadership traits or characteristics and professional work performance.

Background checks will include information from the following areas:

Consumer credit	Bankruptcy
City/county – criminal	State district Superior Court – criminal
City/county – civil litigation	State district Superior Court – civil
Judgment/tax lien	Federal district - criminal
Motor vehicle driving record	Federal district – civil litigation
Educational verification	Sex offender registry

To ensure the overall quality standards of our process, we require a minimum of 10-15 business days between the time you identify finalists for interviews, (onsite or virtual) and the time we are able to provide you with our Final Report which includes all information gathered throughout the process.

Project milestone	Deliverables	Timeline
Design final process with City for on-site interviews with finalists	– Baker Tilly confirms interviews with candidates – Travel logistics are scheduled for candidates	1-2 days
Background checks, reference checks and academic verification	– Baker Tilly completes background checks, reference checks and academic verifications of finalists	2-3 weeks

Task V: final interview process

Upon completion of Task IV, we will work with your City staff and/or designated staff to develop the final interview process. We customize the process according to your needs and desired outcomes, functions of the position, preference and directives. This may include steps that are important to you, our client. As such, the final interview process may include meetings with the department heads and the opportunity for a meet and greet

2. Understanding and approach

with community members. Recognizing the impact of national, state or locally imposed restrictions in response to the COVID-19 Pandemic, we work with your organization to adjust all aspects of our process as you deem necessary and appropriate.

Prior to the interviews we provide documentation on each of the finalists, highlighting leadership and management profile (Gap Analysis) and a summary of our comprehensive/customized reference checks, background report checks and academic verifications. In addition, the Final Report will include guidelines for interviewing the candidates, suggested interview questions and a candidate assessment process for your interview panel(s).

The project team leader will be available during the final interview process to answer questions about the candidates and, if requested, assist with the final evaluation of the candidates. If requested, we will assist you with the development of a compensation package and related employment considerations and assist with the negotiation of an employment agreement.

Project milestone	Deliverables	Timeline
Final Report prepared and delivered to City	Final Report is prepared including brochure, schedule, cover letter, resume, candidate questionnaire, suggested interview questions, candidate assessment form and management style probing questions	1 day
On-site interviews with finalists	- Interviews are scheduled - Recruitment project team leader attends client interviews and is available to participate during deliberations of candidates	1-2 days
Offer made/accepted	- If requested, Baker Tilly participates in candidate employment agreement negotiations - Baker Tilly notifies candidates of decision - Baker Tilly confirms final process close out items with the City of Lathrup Village	1-2 days

Our strategy for recruitment of diverse candidates

Our corporate core values and work environment reflect our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect. We have established strong and credible networks with minority and female leaders nationwide. In addition, we are corporate members of the National Forum for Black Public Administrators (NFBPA) and the Local Government Hispanic Network and are on their National Corporate Advisory Council. We participate in their membership events on a regular basis.

To that end, we take responsibility for diversity in our organization, our recruitment strategy and our candidate pools. In every recruitment, we use our established networks to make direct and personal contacts with prospective minority and female candidates and encourage them to consider the Lathrup Village City Manager/Administrator opportunity. Because of our performance record in presenting a diverse applicant pool, these prospective candidates know that the Baker Tilly executive recruitment team will fairly consider each application based on qualifications and the established profile.

Baker Tilly is committed to ensuring equitable participation in our business and employment opportunities without regard to race, color, religion, sex, national origin, age, disability, veteran status, marital status or sexual orientation. As a leader in the executive recruitment industry, we take positive actions to prevent and to remedy any discriminatory effects of business and employment practices.

2. Understanding and approach

Commitment to Diversity, Inclusion and Belonging for Success (DIBS)

At Baker Tilly, diversity, inclusion and belonging is *who we are* rather than *what we do*. Creating an environment where all team members are valued empowers us to bring our authentic selves to work each day. **When our contributions reflect our individual best, we achieve better results for Lathrup Village.**

Belonging is a core Baker Tilly value. We foster a deep level of mutual respect where each one of us feels seen, heard, valued and connected. Each team member commits to upholding a diverse and inclusive workplace driven by fairness, compassion and equality.

Throughout the firm, you will find our DIBS philosophy and practices embedded into everything we do. We hire people who bring new perspectives and experiences. We embrace our differences and believe a more open, connected world serves everyone better. DIBS is the lens that helps us see things more broadly and lights the path for us to follow. This benefits our people, our clients and our communities.

We choose to embed DIBS into all aspects of our business – from strategy to operations.

From how we recruit, develop and promote team members, to the way we serve clients, manage projects and treat each other.

Day in, day out.



DIBS steering committee



Supporting Opportunity, Advancement and Retention for all (SOAR)



Growth and Retention of Women (GROW)



PRIDE team member network



Racial Equity Action Plan (ACTION) and focus on social justice



Baker Tilly Foundation support for racial justice advocacy



Tone from the top: CEO Action for Diversity & Inclusion



NexGen: joining workforce generations

2. Understanding and approach

Timeline

The following is an example of a timeline for an executive recruitment process. The Baker Tilly project team leader will discuss your anticipated or desired timeline during the initial kickoff meeting. It is our intent to conduct your recruitment expeditiously, but not at the expense of finding qualified applicants to present to you. Once you approve, and based on mutual agreement, we will provide actual dates in our service agreement.

City of Lathrup Village Executive Recruitment Preliminary Timeline		
The following timeline represents a preliminary schedule for your executive recruitment based on a mutually agreed upon commencement date. For the purpose of this proposal, we label Target Dates as To Be Determined (TBD). Our agreement will include actual and specific target dates developed, reviewed and approved by your organization.		
Project milestone	Deliverables	Target date
Profile development, advertising and candidate outreach	- Baker Tilly completes on-site interviews to develop candidate profile and recruitment brochure; the City approves ad placement schedule and timeline - Baker Tilly sends draft recruitment brochure to the City - The City returns draft recruitment brochure (with edits) to Baker Tilly - Baker Tilly commences executive recruitment advertising and marketing - Online data collection and profile development	TBD
Applicant screening and assessment and recommendation of semi-finalists	- Baker Tilly commences formal review of applications; most promising candidates complete questionnaires - Candidates complete recorded interview online - Baker Tilly completes formal review of applications and sends selected resumes to the City for review - Candidates' recorded interviews are presented - Baker Tilly meets with the City and recommends semi-finalists; the City selects finalists for on-site interviews - Finalists complete candidate management style assessment and responses are reviewed and interview questions are developed	TBD
Comprehensive background check, academic verifications and reference checks completed for finalists	Baker Tilly completes reference checks/background checks/academic verification on finalists	TBD
On-site Interviews with finalists	- Baker Tilly sends documentation for finalists to the City - The City conducts on-site interviews with finalists	TBD
Employment offer made / accepted	The City extends employment offer to selected candidate	TBD

2. Understanding and approach

Why Baker Tilly is ideally suited to serve Lathrup Village

Following are just some of the ways Baker Tilly has distinguished itself from peers in public sector executive recruitment.

We are experienced and passionate about what we do

Baker Tilly executive recruitment consultants are experienced and passionate about local government since all have spent a significant part of their professional careers in senior leadership positions for cities, counties and school districts. The Baker Tilly team has recruited and placed more than 1,400 executive-level positions within cities, counties, school districts and public and not-for-profit organizations since 2000.

We are focused on exceeding your expectations

We believe in local government and want to assist the City of Lathrup Village organization in building a great team. We want your organization to hire us again based on the success we achieve the first time we work together.

We believe that “ethical business practices” are a catalyst for success

These practices include operating with transparency, responsiveness and sensitivity to the culture of your organization while pursuing an unrelenting commitment to high quality professional services.

We believe in diversity

Our corporate core values and work environment reflect our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect. We take responsibility for diversity in our organization, our recruitment strategy and our candidate pools. We are corporate members of the National Forum for Black Public Administrators (NFBPA) and the Hispanic Network and are on their National Corporate Advisory Council.

We conduct a timely, high-quality recruitment that is within budget

For an all-inclusive, not-to-exceed professional fee, which includes the cost of professional services by the project team leader, the project support staff and all project related expenses such as advertising, preparation of a recruitment brochure, background, reference and academic verification checks and travel expenses for up to three on-site visits. We work with you to establish a timeline, respond to the City's needs and to unexpected circumstances that may arise during the course of your recruitment in order to expedite the recruitment, but not at the expense of finding high quality candidates for Lathrup Village.

We utilize the latest technologies that uniquely sets us apart

Technology plays an important role in the Baker Tilly executive recruitment process. From our proprietary video interview system and our management/leadership style assessment analysis to our proprietary online application system, we efficiently manage candidate information and provide the City with unique information about each candidate's leadership and management style and ability to respond extemporaneously to video questions.

We offer a “Triple Guarantee” that commits Baker Tilly to Lathrup Village's success

- We remain focused to assist with your executive recruitment until you make an appointment
- We guarantee your executive recruitment for 12 months against termination or resignation for any reason – or we come back to fill the City Manager/Administrator position for no additional professional fee
- We will not directly solicit any candidates selected under this contract for another position while employed with your organization

2. Understanding and approach

Benefits to Lathrup Village

Selecting Baker Tilly to conduct your executive recruitment provides you with the following benefits:

Comprehensive and structured process

Our process is comprehensive and seamless, reflecting our years of interaction with local government employers and prospective candidates.

Transparency

Baker Tilly comes to the City of Lathrup Village without having any preconceived notions or expectations about the City and prospective candidates. The Baker Tilly team works closely with the City to make sure the process is transparent.

Confidentiality

Prospective candidates know that their application will be kept confidential, allowing them to express interest in the City Manager/Administrator position without jeopardizing their current employment. Our reputation for ensuring candidate confidentiality as permitted by state and local laws, means that the City can count on maximizing the number of qualified candidates interested in the position.

Candidate recruitment

Baker Tilly actively recruits qualified candidates, drawing from our extensive personal and professional connections with capable individuals around the state, region and nation, and assuring the City of its access to established managers and rising stars. The ability to widely recruit for prospective candidates is one of the primary benefits of using Baker Tilly.

Focused use of the City's time

Baker Tilly's comprehensive process incorporates the active participation of City staff members at key steps in the process. Our process keeps decision makers fully advised and informed of all aspects of the process without requiring them to expend large amounts of time on the recruitment process or to put aside other pressing issues facing the City.

Minimize staff disruption

Baker Tilly's search process also minimizes disruptions to Lathrup Village's staff, some of whom may have additional duties in this time of transition. Because conducting a thorough recruitment can be time-consuming, Baker Tilly's involvement allows staff to stay focused on their primary and assigned functions.

Thorough evaluation of candidates

The City of Lathrup Village seeks a City Manager/Administrator of sound professional and personal character. Baker Tilly's process includes a thorough evaluation of the final candidates, including detailed information from references and a careful review of background records.

3. Recruitment project team

We configured the Baker Tilly project team specifically to meet or exceed Lathrup Village's expectations.

The project team represents experienced professionals who will be working on your City Manager/Administrator recruitment. As such, we have selected a team of consultants who understand the traits, attributes and characteristics essential to success in this position to meet four specific objectives for your organization. First, this team represents experienced professionals who will directly champion every aspect of your project to a successful culmination. Second, the team brings a range of expertise to identify and classify competent applicants according to your business service requirements. Third, this team brings a national perspective, experience and the knowledge necessary to achieve your established objectives. Fourth, our approach exemplifies our commitment to personal and professional responsibility for the services and outcomes we deliver to the City.



Project team leader

Edward G. Williams, Ph.D., Director
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Additional project team members

Art Davis, Director
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Patricia Heminover, Director
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Michelle Lopez, Senior Recruitment Analyst
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3. Recruitment project team

Edward G. Williams, Ph.D.

Edward Williams co-leads the public sector executive recruitment team and brings character, competence and expertise to every project.



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Languages

English
Spanish

Education

Ph.D., Educational Leadership and Policy Analysis
University of Missouri (Columbia, Missouri)

Master of Higher Education Administration
University of Missouri (Kansas City, Missouri)

Bachelor of Arts, Education
University of Missouri (Kansas City, Missouri)

Edward has more than 20 years of collective experience in human resources and organizational development at various levels, and across various disciplines including, state and local government, community and educational institutions. Edward co-leads the Public Sector Executive Search Team and works with the directors to ensure effective, efficient, and responsive service delivery in public sector recruitments.

Specific experience

- Human resources executive (municipal and state government)
- Executive recruitment, employee development, benefits administration, strategic planning, Performance management, market compensation studies, workforce planning, recognition programs and process improvement

Industry involvement

- Society for Human Resources (SHRM)
- Institute for Management Studies (IMS), advisory board
- Texas Municipal Human Resources Administration (TMHRA)

Community involvement

- Ft. Bend Habitat for Humanity, president, vice-president, secretary and member, board of (2014-2019)
- AAU basketball coach – middle school boys

Continuing professional education

- Institute for Management Studies - Houston
- International Personnel Management Association

3. Recruitment project team

Art Davis

Art Davis, a director with Baker Tilly, has pursued his passion to improve local government and create great communities for more than 30 years.



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Education

Master of Public Administration
University of Kansas (Lawrence, Kansas)

Bachelor of Arts, Political Science
and Public Administration
William Jewell College (Liberty, Missouri)

Art specializes in providing executive recruitment and organizational management consulting services for cities, counties and not-for-profits.

Specific experience

- Successfully launched and expanded his own local government consulting firm over the course of 10 years
- Nearly 15 years' experience in executive recruitment
- Community leadership program facilitation
- Leadership and management development
- Strategic goal setting and strategic planning facilitation
- Organizational assessment, design and development
- Organization and community facilitation
- Served more than six years as associate director for the Civic Council of Greater Kansas City, a nonprofit, 501c4 membership organization comprised of CEOs representing some of the largest companies in the region
- Coordinated and organized a strategic and master planning process (and an update of the plan after four years) focused on re-developing downtown Kansas City, involving hundreds of stakeholders
- Served nearly six years as city administrator for Lee's Summit, Missouri and in other local government positions in Kansas
- Served as assistant to the Mayor of Dallas, Texas
- Led and participated in a wide variety of community initiatives; served on a major hospital board for 13 years and on other not-for-profit boards
- Presented with the L.P. Cookingham Award by the Greater Kansas City Chapter of the American Society for Public Administration, recognizing his long-term and outstanding contributions in the field of public administration

Industry involvement

- International City/County Management (ICMA), member since 1984

3. Recruitment project team

Patricia Heminover

Patty Heminover, a director with Baker Tilly, has more than 20 years of experience in local government.



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Education

Master of Education, Administration
Minnesota State University – Mankato

Mini MBA Program, Human Resources Management
University of Saint Thomas (Saint Paul, Minnesota)

Bachelor of Science, Consumer Science, Business
Administration
Minnesota State University – Mankato

Patty has been with the firm since 2010. Prior to joining Baker Tilly, she was a superintendent, assistant superintendent, director of human resources and director of finance. She brings considerable experience identifying management talent, leading organizational and process improvements, and developing and administering budgets.

Specific experience

- Executive Recruitment, employee development, benefits administration, strategic planning, performance management, market compensation studies, workforce planning, recognition programs and process improvement
- Experience identifying management talent, leading organization and process improvements, and developing and administering budgets
- Understanding of human resources and finance
- Experience working with governing boards
- Served as superintendent, co-superintendent of schools, director of human resources and finance, director of human resources and business services for two Minnesota school districts
- Facilitated discussions with legislators at the state level regarding education funding, securing new funding for a Minnesota school district

Industry involvement

- Minnesota Association of School Administrators (MASA)
- American Association of School Administrators (AASA)
- Minnesota Association of School Business Officials (MASBO)
- River Heights Chamber of Commerce, Member
- State Negotiators Association,
Minnesota School Board Association
- Patty has received a School Finance Award, technology leadership awards and helped establish the first K-12 International Baccalaureate School District in Minnesota

Continuing professional education

- Human Resource Certificate, University of St. Thomas
- Superintendents Licensure, State of Minnesota

3. Recruitment project team

Sharon G. Klumpp

Sharon Klumpp, a director with Baker Tilly, has worked on behalf of local governments for more than 35 years and partnered with them to build strong organizations.



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Education

Master of Public Administration
University of Kansas (Lawrence, Kansas)

Bachelor of Arts, Political Science
Miami University (Oxford, Ohio)

Sharon specializes in providing executive recruitment, organizational management and facilitation services to local governments and nonprofits.

Specific experience

- More than 15 years' experience in executive search and organizational management consulting
- Served as associate executive director for the League of Minnesota Cities
- Appointed executive director of the Metropolitan Council, a seven-county regional planning agency for the Minneapolis-Saint Paul metropolitan area
- Served as city administrator in Oakdale, Minnesota and assistant city manager for St. Louis Park Minnesota and Saginaw, Michigan
- Private sector experience includes serving as the chief administrative officer for the Minneapolis office of a major global engineering and design firm
- Served as an adjunct instructor at Walden University, teaching public administration and organizational change in the University's School of Management

Industry involvement

- International City/County Management Association (ICMA)

3. Recruitment project team

Anne Lewis

Anne Lewis co-leads the public sector executive recruitment team and brings nearly 20 years of local government management experience.



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Education

Master of Science, Organizational Leadership
and Public Administration
Shenandoah University (Winchester, Virginia)

Bachelor of Science, Business Administration
and Management
Shenandoah University (Winchester, Virginia)

Prior to joining Baker Tilly, Anne served as an Assistant County Administrator for a Virginia county, a Deputy City Manager and an Assistant City Manager for two Virginia cities. Over the last 17 years, her experience in local government has also included positions as an Emergency Management Deputy Director, Public Information Officer, Human Resources Manager, Parking Authority Executive Director, Housing Director, Transit Director and Convention & Visitors Bureau Executive Director. She also has had responsibility for parks, recreation and community services, information technology, animal services, general services and legislative programs.

Industry involvement

- International City/County Management Association, Credentialed Manager (ICMA)
 - Task Force on Recruitment Guidelines Handbook
 - Task Force on Women in the Profession
 - Task Force on Internship Guidelines
- Virginia Local Government Management Association (VLGMA), former member of Executive Board
- Virginia Women Leading Government
- Government Finance Officers Association (GFOA)

Community involvement

- Shenandoah University Alumni Association, Executive Committee
- Shenandoah Apple Blossom Festival®, Board of Directors

Continuing professional education

- Graduate Certificate in Public Management
- Senior Executive Institute and LEAD graduate, The Weldon Cooper Center, University of Virginia

3. Recruitment project team

Cecilia Hernández

Cecilia Hernandez is a senior recruitment analyst with Baker Tilly's executive recruitment practice.



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Languages

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Education

Bachelor of Science, Public Affairs
 University of Texas at Dallas (Richardson, Texas)

Master of Public Affairs with a Local Government
 Concentration
 University of Texas at Dallas (Richardson, Texas)

Cecilia is responsible for supporting the consultants throughout each recruitment process and keeps in contact with the candidates for any questions or concerns they have.

Specific experience

- Communicates with and sends out candidate questionnaires to candidates once the field of applicants for a position has narrowed to a smaller group
- Responsible for creating reports used and sent to clients, submits candidates' information for background checks and verification of their education, as well as scheduling interviews for finalists
- Worked for a Texas city government as the records management clerk and provided administrative support for the city secretary department; responsibilities were extended to also provide support for the City Manager and prepare for City Council meetings
- Worked for a Dallas area university humanities department; worked closely with event coordinator and manager to ensure that programs and events scheduled ran smoothly; was a contact for students and provided support

3. Recruitment project team

Michelle Lopez

Michelle Lopez, a senior recruitment analyst at Baker Tilly, has been with the firm since 2017.



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Education

Currently pursuing Bachelor of Science, Project Management
 Colorado State University – Global Campus

Associate in Arts, Liberal Arts
 Minneapolis Community College (Minneapolis, Minnesota)

Michelle assists in the organizational management of the executive recruitment process. Along with coordinating internal workflow, she also works with clients and candidates to ensure objectives are met throughout the process.

Specific experience

- More than 10 years of administrative support experience for multiple departments, including human resources and marketing
- Four years of experience in information technology help desk and support
- Survey and data reporting
- Reference checks for potential candidates
- Interview coordination and scheduling
- Recruitment marketing research and organization

4. References

Edward Williams is the designated project leader for your City Manager/Administrator executive search. Feel free to contact Edward, or any of the individuals listed, to verify the quality of work Baker Tilly has consistently delivered to each client as part of these recently completed executive recruitment projects.

North Texas Municipal Water District

Name	Terry Sam Anderson	Title	Member, Board of Directors
Phone	(214) 801 8112	Email	tsa@bjanderson.net
Services	Executive Director/General Manager executive search (2021)		

City of Corpus Christi, Texas

Name	Eyvon McHaney	Title	Human Resources Director
Phone	(361) 826 3979	Email	EyvonMc@cctexas.com
Services	Assistant City Manager executive search (2021)		

Fulton County Government, Georgia

Name	Kenneth L. Hermon, Jr.	Title	Director of Personnel
Phone	(404) 613 0923	Email	Kenneth.Hermon@fultoncountyga.gov
Services	Clerk to the Commission executive search (2020)		

City of Plant City, Florida

Name	George Williams	Title	HR & Risk Management Director
Phone	(813) 659 4200, ext. 4201	Email	gwilliams@plantcitygov.com
Services	Police Chief executive search (2020)		

City of Paris, Texas

Name	Gene Anderson	Title	Finance Director
Phone	(903) 784 9241	Email	ganderson@paristexas.gov
Services	City Manager executive search (2020)		

5. Experience

Below is a partial list of relevant public sector executive recruitments delivered by the Baker Tilly team since 2016.

List of relevant projects: 2016 to present				
Year	Client	State	Project	Population
Current	Belton	MO	City Manager	23,480
Current	Blue Springs	MO	City Administrator	54,850
Current	Denton	TX	City Manager	136,195
Current	Grand Rapids	MI	Deputy City Manager	192,294
Current	Greeley	CO	City Manager	105,888
Current	Huber Heights	OH	City Manager	40,006
Current	Joplin	MO	Assistant City Manager	50,386
Current	Kearney	NE	City Manager	33,464
Current	La Marque	TX	City Manager	16,627
Current	Minnetrista	MN	City Administrator	7,621
Current	North Kansas City	MO	City Administrator	4,477
Current	Oak Hill	TN	City Manager	4,587
Current	Overland Park	KS	City Manager	191,278
Current	Salisbury	NC	City Manager	33,727
Current	Spicer	MN	City Administrator	1,188
Current	Stonecrest	GA	City Clerk	54,202
2021	Carrboro	NC	Town Manager	21,230
2021	Clearwater	FL	City Manager	115,159
2021	College Park	MD	City Administrator	32,196
2021	Corpus Christi	TX	Assistant City Manager	323,733
2021	Evansville	WI	City Administrator/Finance Director	5,378
2021	Inver Grove Heights	MN	City Administrator	34,344
2021	Kimball	NE	City Administrator	2,578
2021	Long Grove	IL	Village Manager	7,956
2021	Louisville	CO	City Manager	20,860
2021	Moline	IL	City Administrator	41,902
2021	Rockville	MD	Deputy City Manager	66,940
2021	Shakopee	MN	Assistant City Administrator	40,731
2020	Eau Claire	WI	City Manager	68,866
2020	Fairmont	MN	City Administrator	10,126
2020	Front Royal	VA	Town Manager	15,239
2020	Herington	KS	City Manager	2,304

C. Key personnel

List of relevant projects: 2016 to present

Year	Client	State	Project	Population
2020	Kansas City	MO	City Manager	488,943
2020	Lake Ozark	MO	Assistant City Administrator/Community Economic Development Director	1,792
2020	Maple Plain	MN	City Administrator	1,807
2020	Matanuska-Susitna Borough	AK	Borough Manager	108,317
2020	Missouri City	TX	City Manager	74,705
2020	Moose Lake	MN	City Administrator	2,798
2020	Oakdale	MN	City Administrator	28,083
2020	Rochester	MN	City Administrator	114,011
2020	Scottsbluff	NE	City Manager	14,874
2020	St. Joseph	MO	City Manager	74,959
2019	Beeville	TX	City Manager	12,937
2019	Cloquet	MN	City Administrator	11,938
2019	Hobbs	NM	City Manager	37,764
2019	Lake Lotawana	MO	City Administrator	2,099
2019	Norman	OK	City Manager	122,843
2019	Paris	TX	City Manager	24,800
2019	Park City	KS	City Administrator	7,499
2019	Port Arthur	TX	City Manager	53,937
2019	Willmar	MN	City Administrator	19,628
2018	Addison	TX	City Manager	15,368
2018	Asheville	NC	City Manager	89,121
2018	Ashland	OR	City Administrator	21,636
2018	Avondale	AZ	City Manager	82,881
2018	Belle Plaine	MN	City Administrator	6,838
2018	Billings	MT	City Administrator	110,323
2018	Burnsville	MN	City Manager	61,434
2018	Christiansburg	VA	Town Manager	21,533
2018	Grand Rapids	MI	City Manager	192,294
2018	Herington	KS	City Manager	2,362
2018	Kingman	AZ	City Manager	29,029
2018	Maricopa	AZ	City Manager	46,903
2018	Middleburg	VA	Town Administrator	828
2018	Mora	MN	City Administrator/Public Utilities General Manager	3,453
2018	Salina	KS	City Manager	46,994
2018	Shawnee	KS	City Manager	64,323
2018	York	PA	Business Administrator	43,859
2017	Berthoud	CO	Town Administrator	5,807
2017	Christiansburg	VA	Town Manager	21,533
2017	Cloquet	MN	City Administrator	11,938

C. Key personnel

List of relevant projects: 2016 to present

Year	Client	State	Project	Population
2017	Dickinson	TX	City Administrator	19,595
2017	El Dorado	KS	City Manager	12,852
2017	Glenview	IL	Village Manager	45,417
2017	Lake Havasu City	AZ	City Manager	53,743
2017	Littleton	CO	City Manager	44,275
2017	Manassas Park	VA	City Manager	16,149
2017	Morehead City	NC	City Manager	9,203
2017	Mounds View	MN	City Administrator	12,525
2017	Oldsmar	FL	City Manager	13,913
2017	Orono	MN	City Administrator	8,009
2017	Riviera Beach	FL	City Manager	33,263
2017	Rochester	MN	City Manager	110,742
2017	Township of Roxbury	NJ	Township Manager	23,324
2016	Brooklyn Center	MN	Deputy City Manager	31,006
2016	Cary	NC	Town Manager	151,088
2016	Charter Township of Kalamazoo	MI	Township Manager	20,918
2016	Christiansburg	VA	Town Manager	21,533
2016	Circle Pines	MN	City Administrator	4,953
2016	Commerce	TX	City Manager	8,276
2016	Crested Butte	CO	Town Manager	1,519
2016	Deerfield Beach	FL	Assistant City Manager	78,041
2016	Denton	TX	City Manager	123,099
2016	Dumfries	VA	Town Manager	5,168
2016	Fredericksburg	VA	City Manager	28,132
2016	Greensboro	NC	Assistant City Manager, General Government	279,639
2016	Hayden	CO	Town Manager	1,801
2016	Jersey Village	TX	City Manager	7,862
2016	Mankato	MN	Deputy City Manager	40,641
2016	Medford	OR	City Manager	77,677
2016	Mooresville	NC	Town Manager	34,887
2016	Moorhead	MN	City Manager	39,398
2016	Moose Lake	MN	City Administrator	2,787
2016	North Branch	MN	City Administrator	10,087
2016	Roswell	NM	City Manager	48,611
2016	Shakopee	MN	Assistant City Administrator	39,167
2016	Virginia	MN	City Administrator	8,661
2016	Warsaw	VA	Town Manager	1,498
2016	Wayzata	MN	City Manager	4,217
2016	Williamsburg	VA	Assistant City Manager	15,206

6. Proposed cost

Below is the proposed, all-inclusive professional fee to conduct this recruitment.

Professional fee

The all-inclusive professional fee includes the cost of professional services by the project team leader, the project support staff and all project-related expenses such as advertising, preparation of the recruitment brochure, printing, candidate background, reference and academic verification checks and travel expenses for on-site visits. Baker Tilly is not responsible for candidates travel expenses for travel to client location for on-site interviews. Clients generally handle these matters directly with the finalists.

Feel free to direct all questions regarding the professional fee and project-related expenses to Edward Williams via email at edward.williams@bakertilly.com or via phone at (214) 608 6363.

Phase	Description of professional services	Fee
Phase I	Task 1 Project kickoff; candidate profile; development of marketing, recruitment and outreach strategy (includes virtual or in person project team leader consultation with elected officials, hiring authorities or designee)	
Phase II	Task 2 Acknowledge applications and begin reviewing and classification of all applicants Task 3 Develop and assign Due Diligence Questionnaire, Applicant Questionnaire, One-Way Video Interview questions (customized to each search); review responses; prepare electronic Semi-Finalist Report for client evaluation and selection of potential finalists (includes virtual or in person project team leader consultation with elected officials, hiring authorities or designee) Task 4 Secure up to ten references; conduct background check that includes, but is not limited to consumer credit, bankruptcy, city/county (criminal), state district superior court, city/county (civil litigation), state district superior court (civil litigation), judgments/tax liens, federal district (criminal), motor vehicle driving record, federal district (civil litigation), academic credentials verification, professional certification verification, social security, sex offender registry, etc.; administer leadership/management assessment, Finalist Report, (resumes, cover letter, Due Diligence Questionnaire, Candidate Questionnaire Response, Reference Report, media presence and social media check report)	
Phase III	Task 5 Interview process preparation, invitations, technical support, suggested interview questions; final process/on-site interviews with finalists (includes on site or virtual assistance by project team leader)	
Conclusion	Assistance and technical support for total rewards (salary and benefits), employment offer negotiation, offer and acceptance by finalist	
TOTAL ALL-INCLUSIVE PROFESSIONAL FEE		\$24,500*

* Baker Tilly may consider a professional fee reduction by 10% for each subsequent executive recruitment, not to exceed 25% of the proposed cost on any single search during the subsequent 12-month period.

6. Proposed cost

Phase	Description of professional services	Fee
Phase I	Task 1 Project kickoff; candidate profile; development of marketing, recruitment and outreach strategy (includes one day virtual or in person project team leader consultation with elected officials, hiring authorities or designee)	\$4,850
	Task 2 Acknowledge applications and begin reviewing and classification of all applicants	\$4,850
Phase II	Task 3 Develop and assign Due Diligence Questionnaire, Applicant Questionnaire, One-Way Video Interview questions (customized to each search); review responses; prepare electronic Semi-Finalist Report for client evaluation and selection of potential finalists (includes one day virtual or in person project team leader consultation with elected officials, hiring authorities or designee)	\$6,150
	Task 4 Secure up to eight references; conduct background check that includes, but is not limited to consumer credit, bankruptcy, city/county (criminal), state district superior court, city/county (civil litigation), state district Superior court (civil litigation), judgments/tax liens, federal district (criminal), motor vehicle driving record, federal district (civil litigation), academic credentials verification, professional certification verification, social security, sex offender registry, etc.; administer leadership/management assessment, Finalist Report, (resumes, cover letter, Due Diligence Questionnaire, Candidate Questionnaire Response, Reference Report, media presence and social media check report)	\$3,800
Phase III	Task 5 Interview process preparation, invitations, technical support, suggested interview questions; final process/on-site interviews with finalists (includes two days on site or virtual assistance by project team leader)	\$4,850
Conclusion	Acceptance of offer by candidate	
TOTAL ALL-INCLUSIVE PROFESSIONAL FEE		\$24,500*

*** Baker Tilly may consider a professional fee reduction by 10% for each subsequent executive recruitment, not to exceed 25% of the proposed cost on any single search during the subsequent 12-month period.**

Optional services for consideration	Fee
At your request, Baker Tilly can conduct a web-based community survey to help your organization identify key issues or priorities that your organization may consider as you launch an executive search. Depending on your need, we administer the survey, which your residents, community leaders, employees or designated key stakeholders may complete. Please note that this type of survey may alter the overall project timeline.	\$1,650
On rare occasions, a client desires the delivery of additional search related services from the Baker Tilly executive search team. Services not included in the proposed scope of services include additional visits by the project team leader to your organization. Baker Tilly will bill the City at an hourly rate of \$220, plus expenses for additional work specifically requested by your organization that is outside of the scope of this project or as described in the proposed scope. Prior to beginning these services, Baker Tilly will prepare and submit a written explanation of the additional services requested and the estimated number of hours required prior to commencing any additional services.	\$220 per hour plus expenses

6. Proposed cost

Triple guarantee

We define the success of a smooth, seamless, effective and responsive executive recruitment that culminates with the hiring of an accomplished City Manager/Administrator who matches the profile we developed to this end. We further define success by the identification and presentation of an acceptable number of well-qualified applicants for the City staff members to interview.

While we believe in the overall success of our process, we also recognize that unusual circumstances will invariably emerge. This is why we offer a tri-fold, industry leading triple guarantee.

1. First, we commit to conduct your recruitment until you have selected a finalist and made an appointment for the fees and tasks quoted in this proposal. In the event you are unable reach an employment agreement with one of the individuals presented as finalists, Baker Tilly will identify and present a second supplemental group of qualified applicants for you to consider until you select a finalist.
2. Second, we guarantee your executive recruitment for 12 months against separation (voluntary or involuntary), which means that if you end the employment relationship (with or without cause) or the finalist resigns (for any reason) we will repeat the executive search at no additional professional fee, but will include project-related expenses. *Please note that candidates appointed from within your organization do not qualify for this guarantee. Furthermore, this guarantee is subject to further limitations and restrictions of your state laws.*
3. Baker Tilly will not directly solicit any candidate selected under this agreement, for any other position, while the candidate remains in your employ.

Negotiations

If selected, we will provide Lathrup Village with our standard engagement terms. Should the City wish to provide alternate terms or proceed on the basis of its own format agreement, we would require the ability to negotiate mutually acceptable terms and conditions prior to executing a final contract.

Appendix I: sample brochure

Following is a sample brochure designed and used to support a recent executive search.

City Manager Executive Search, Port Arthur, TX



PORT ARTHUR, TEXAS

INVITES QUALIFIED CANDIDATES TO APPLY FOR

CITY MANAGER



THE COMMUNITY

The City of Port Arthur (population 50,074) is located from the coastline of Sabine Pass and the Gulf of Mexico; 91 miles east of Houston along Interstate 10, to the beautiful Taylor Bayou in Jefferson County, Texas. The City has extraterritorial jurisdictions, and is a part of the Golden Triangle (a portion of Southeast Texas which also includes the metropolitan areas of Beaumont and Orange). Incorporated in 1932, covering an estimated 92,376.8 acres of coastal land, the City of Port Arthur is home to several manufacturing industries, and refineries such as Chevron-Phillips, Valero, and Motiva Enterprises. This industrial city, home to one of the nation’s top refineries and petrochemical industries, produces an estimated 185,000 barrels of products such as diesel and gasoline per day. As a port of entry, the Port of Port Arthur accounts for an estimated trade value of \$22.9 billion, according to the Texas Comptroller of Public Accounts. The City’s strong economy, unique history, diverse community and thriving regional growth are key factors in the role it plays in the petroleum and cargo shipping industries. Port Arthur offers its residents, and visitors, an inviting lifestyle with a “small-town feel,” close to the attractions and amenities of a major urban center with culture, recreation, shopping and dining for almost any taste. Each year, the City of Port Arthur, in a nod to its rich Cajun culture, offers the Cajun Fest, complete with a crawfish-eating contest, and the annual Lighted Holiday Parade.

The City of Port Arthur also has a number of public facilities, including the Robert A. “Bob” Bowers Civic Center, and the Port Arthur Public Library. The City sits along the Gulf coast, and attracts tourists with its natural spaces and attractions such as Pleasure Island, the McFaddin National Wildlife Refuge, and the Sabine Loop Wildlife Trail. Alongside this, the City also has over 755 acres that contain a recreation center, the Pavilion Downtown, and a large park system. Amenities such as sports courts and fields, and outdoor swimming pools are available for sports and leisure activities.

The proposed budget for 2019-2020 fiscal year operating budget is \$72.3 million, with estimated expenditures of \$68.6 million. This budget is part of a five-year plan focused on the methodical recovery from the damages caused by Tropical Storm Harvey, while remaining focused on the City's Capital Projects. City staff includes 650 employees; total annual budget \$141 million.

The City of Port Arthur would be a great place for the new City Manager to live, work, and play. For more information about Port Arthur, please visit their website at <https://www.portarthurtx.gov/>.

ABOUT THE CITY MANAGER

Item 2E.

The City of Port Arthur, approved per Home Rule Charter in 1979 has a Council-City Manager form of government. The City Council is composed of a Mayor and six Council members. Of those six (6) council members, Port Arthur residents elect four (4) from single-member districts, and two (2) positions are elected At Large. Each elected council member may serve three (3) years, for a maximum of three consecutive terms (term limit).

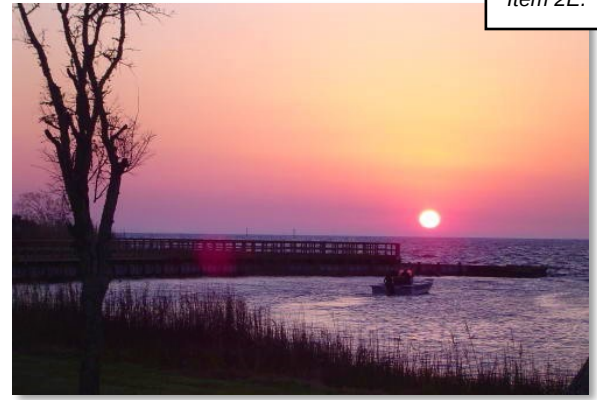
The City Council approves City Policy, and the City Manager is responsible for the City's employees and its daily operations. According to the Code of Ordinances, the City Council appoints the City Manager. He or she is the Chief Administrative and Executive Officer of the City. The City Manager must reside within the limits of the City of Port Arthur during his or her tenure. The City of Port Arthur seeks a manager whose attributes, leadership traits, management style, and personal and professional characteristics are consistent with the following:

- The ideal candidate will be fiscally prudent and able to prepare, oversee and effectively manage the city's budget according to the objectives and goals approved by the City Council. He or she must possess a track record of exceptional servant leadership, self-confidence, and intellect such as that acquired through education, experience, knowledge of best practices in municipal government, and unquestionable personal and professional integrity.
- The new City Manager must demonstrate an ability to effectively and efficiently communicate with City Council, residents, boards, commissions, business, and employees, state, federal and local governments, and community organizations.
- The new City Manager must demonstrate effectiveness, and responsiveness in handling the day-to-day operations of the city, including the challenges faced by a coastal community, economic development, and industry, including successful contract negotiation skills, professional traits and attributes, and working closely with business, developers, attorneys, vendors, visitors, other governments and nonprofit organizations.
- The ideal candidate must have a verifiable record of economic development success and a keen understanding and appreciation for the symbiotic relationship that exists between business and community, working with economic development policies, tax increment financing, tax abatement, and other public incentive tools that may be available, whereby the success of one is dependent on the other serves as an essential qualification.
- He or she must bring a high level of proficiency, integrity and a profound understanding of municipal budgeting and finance; budget preparation and presentation, and success in achieving established goals and objectives.



ABOUT THE CITY MANAGER

- The new City Manager will bring outstanding interpersonal skills to the organization; he or she is confident, yet humble, able to listen to divergent perspectives or points of view, and manage as a skilled consensus builder.
- The ideal individual will demonstrate outstanding communication skills, and able to effectively and efficiently deal with all members of the community, including city council members, but not limited to citizens, employees, department heads, business owners, developers, civic and business leaders, in an open, honest, frank and respectful manner.
- The new City Manager must have a profound instinct, excellent discernment, a sense of humor and the ability to say “no” when necessary.
- He or she is cooperative, respectful of the community and organizational traditions, while simultaneously moving the organization forward in a positive and progressive direction.
- The City Manager will be receptive to, and embrace, new technologies that may promote innovation throughout the organization and community.
- He or she must be politically astute, and be able to remain neutral even in politically-charged situations. Furthermore, he or she must have the ability to build a strong and cohesive workforce by partnering with all departments to create an effective and efficient service delivery team, unified by the goals and ideals of the organization.
- He or she must inspire staff, model excellence in leadership, champion employee and organizational development, be transparent, honest, approachable, collaborative, and will model excellence via his or her own actions.



Item 2E.



PARTIAL LIST OF DUTIES

- Ensure the enforcement and compliance with all laws and city ordinances;
- Appoint or remove department heads, and all subordinate officers and employees, except as otherwise provided by the Fire and Police Civil Service Law, and the City Charter; attend all City Council meetings; present written recommendation to the City Council as necessary or expedient; keep the City Council fully advised, at all times, of the financial condition and needs of the City.
- Ensure that the City of Port Arthur operates within its approved yearly budget;
- Prepare and submit annual budgets to the Council, and implement Council-approved budget items;
- Develop and execute contracts and/or agreements on behalf of the City of Port Arthur via Council-approved ordinances or resolutions;
- Make policy recommendations to the City Council, and furnish the members with necessary and essential information to ensure that the City Council has sufficient time to review, and make sound decisions;
- Supervise and direct the work of City departments and divisions, and the administrative officers, except those of the City Judge, City Attorney, and the City Secretary;
- Perform other duties as prescribed by the City Charter (City Ordinance) or by City Council.



OPPORTUNITIES FOR THE NEW CITY MANAGER

The next Port Arthur City Manager will have an opportunity to demonstrate his/her ability to meet the following achievements within his or her first two years of employment. (This list is representative, and not all inclusive, but a sample of the opportunities for organizational, personal and professional success.)

- **Strong Leadership and Relationship Building:** – An opportunity to establish him or herself in the community and champion effectiveness, efficiency and results, through the adoption of best practices in city management, visibility, and accessibility. She or he must be able to guide the city through emergency management crises and recovery, economic development and continuous improvement.
- **Capital Improvement Programs:** – The new city manager will have an opportunity to champion the development, and implementation, of an organizational strategic plan aimed at completing approved Capital Improvement Projects.
- **Strategic Planning Initiative:** – The new City Manager will work closely with the City Council to establish a collective organizational mission, vision, values, goals, objectives and council-established priorities to create a new Strategic Plan.
- **Budget and Financial Management:** – The new City Manager will lead the development and implementation of the City's annual budget, following the tenets of fiscal accountability, efficiency and fiscal discipline.
- **Economic Development and Branding:** – As a community heavily dependent on the oil and gas industry, and a number of established and ongoing development opportunities, including the redevelopment of the downtown area, the new City Manager will have an opportunity to make a lasting impact on the current and future infrastructure of the City of Port Arthur. He or she will also have the opportunity to lead a branding, marketing and outreach campaign that highlights the natural beauty, historical landmarks and local attractions of the city.



QUALIFICATIONS AND EXPERIENCE

Eligible candidates will hold a Bachelor's degree in business administration, finance, marketing, or a closely related field. A minimum of eight (8) years of related professional experience serving a thriving community of similar size and service delivery are required.

A Master's in public administration, ten (10) years of progressively responsible professional municipal management experience, and Certification by the International City/County Management Association (ICMA) is preferred.

Work is primarily sedentary in nature, in an office setting. There are no special physical demands. However, to successfully perform the essential functions of this position the incumbent may regularly be required to talk or hear. He or she may be required to use hands or fingers, handle or feel objects, tools, or controls. Similarly, he or she may be occasionally required to stand, walk, sit, and reach with hands and arms, and occasionally lift and/or move up to 25 pounds. Specific vision abilities required by this position include close vision, distance vision, and the ability to adjust focus. The noise level in the work/office environment is usually low to moderate. The City may make reasonable accommodations to enable individuals with disabilities to perform the functions.

COMPENSATION AND BENEFITS

The City Manager is the city's chief administrative officer for city matters relating to the official powers and duties and reports to, and serves, at the pleasure of the City Council. The City of Port Arthur offers a comprehensive total benefits package, which includes a base salary range of \$177,694 - \$203,356 DOE, \$650/month vehicle allowance, 100% paid individual health insurance, subsidy for dependent(s) is available; \$100/monthly phone allowance; City-issued laptop or similar device, life insurance, deferred compensation contribution, and much more.

For more details on the city and its benefits, click on the following link – [Port Arthur Benefits](#)



APPLICATION AND SELECTION PROCESS

Qualified candidates should submit their cover letter and resume online by visiting our website at

<https://bakertilly.recruitmenthome.com/postings/2419>

The position is open until filled with a first review of candidates occurring on **Friday, October 11, 2019**. Following the first review date, resumes will be screened against criteria outlined in this brochure. Final interviews in Port Arthur will be offered by the City to those candidates named as finalists, with reference and background checks, and academic verifications, conducted after receiving candidates' permission.

For more information, please contact:

Edward Williams
Edward.Williams@bakertilly.com
214.842.2436

Chuck Rohre
Chuck.Rohre@bakertilly.com
214.466.2436

The City of Port Arthur is an Equal Opportunity Employer and values diversity at all levels of its workforce!



now joined with
 Springsted and Umbaugh

14285 Midway Road
 Suite 340
 Addison, TX 75001

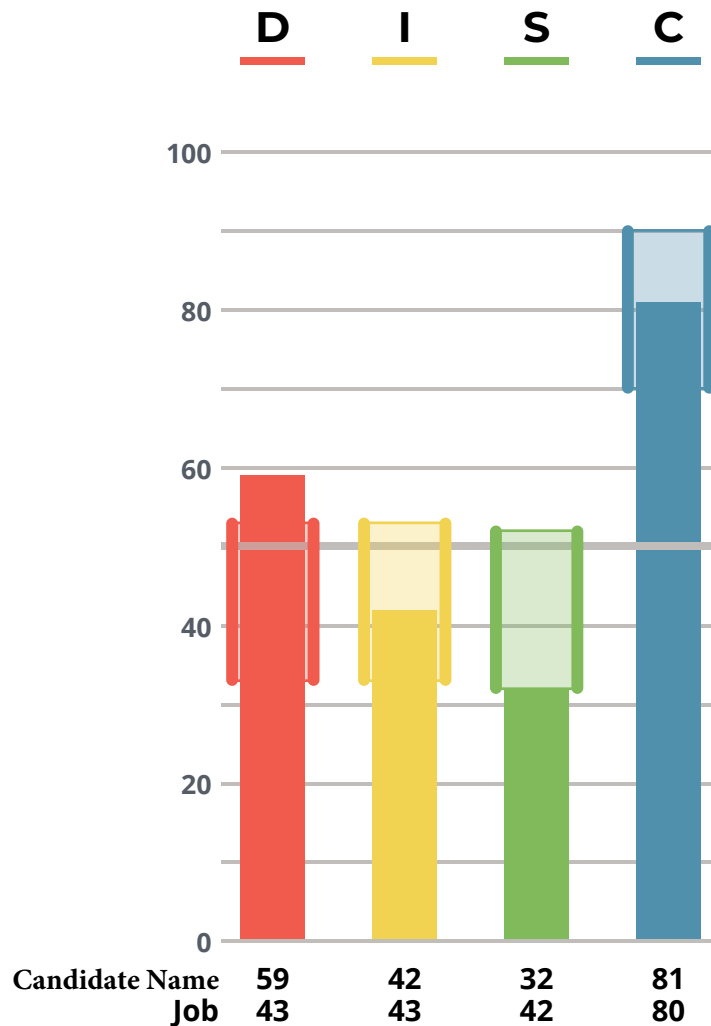
Appendix II: sample excerpt of TTI report



Workplace Behaviors®

Candidate Name

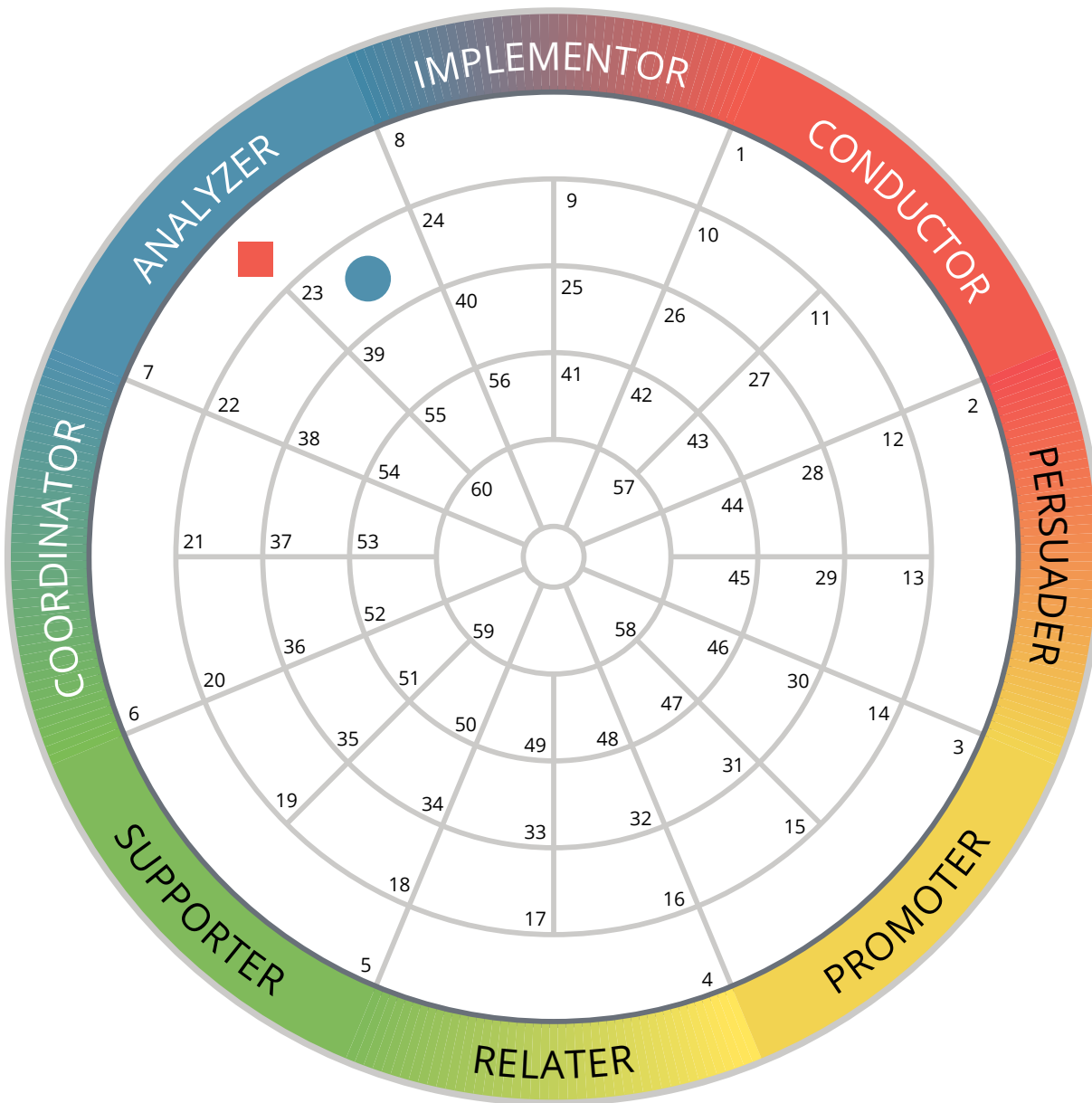
The following graph is designed as a visual comparison between the position and the applicant for each behavioral factor. The highlighted area denotes the position-related score for each behavioral factor. The applicant's score is denoted by the darker red, yellow, green and blue line. The closer the applicant's score aligns to the position's score, the better the applicant will perform in the position with respect to behavior.



 Job Range (20 point range)



The Success Insights® Wheel



- Job - (7) ANALYZER
- Candidate Name - (23) IMPLEMENTING ANALYZER



Comparison Analysis

For Consulting And Coaching

Job Competencies Hierarchy	Zone Range	Person
1. Time and Priority Management	79 — 100	62 
2. Self Starting	87 — 100	61 
3. Decision Making	94 — 100	88 
4. Personal Accountability	85 — 100	58 
5. Diplomacy	72 — 100	66 
6. Teamwork	74 — 100	67 
7. Project Management	82 — 100	69 

Primary Driving Forces Cluster	Zone Range	Person
1. Collaborative	58 — 100	46 
2. Harmonious	36 — 58	24 
3. Altruistic	35 — 59	21 
4. Structured	36 — 58	46 

Job Behavioral Hierarchy	Zone Range	Person
1. Organized Workplace	81 — 100	85 
2. Analysis	54 — 80	80 
3. Persistence	62 — 80	65 
4. Following Policy	61 — 80	70 

 Exact match
  Fair compatibility
 Good compatibility
  Poor compatibility
  Over-focused

Candidate Name



A HERITAGE OF GOOD LIVING

Susie Stec

Interim City Administrator

City of Lathrup Village

27400 Southfield Road | Lathrup Village, MI 48076

sstec@lathrupvillage.org

Office: 248.557.2600 x 223

COUNCIL COMMUNICATION:

TO: Mayor Garrett and City Council Members

FR: Susie Stec, Interim City Administrator

DA: January 21, 2022

RE: COVID-19 Protocols

The COVID-19 pandemic continues to impact people's daily lives and the operation of business. In light of the continually increasing numbers of cases, highly contagious omicron variant, and the need to hold public meetings in-person, City Council may wish to discuss COVID-19 protocols they would like to implement or expand. Examples include increased cleaning by custodial staff, requiring masks for all board and committee members and staff during meetings; requiring masks for all visitors to City Hall (regardless of vaccination status), limiting the capacity of visitors to City Hall, holding the first study session of each month via Zoom, or other such measure City Council may feel prudent.



A HERITAGE OF GOOD LIVING

Susie Stec

Interim City Administrator

City of Lathrup Village

27400 Southfield Road | Lathrup Village, MI 48076

sstec@lathrupvillage.org

Office: 248.557.2600 x 223

COUNCIL COMMUNICATION:

TO: Mayor Garrett and City Council Members

FR: Susie Stec, Interim City Administrator

DA: January 21, 2022

RE: Communications

Enclosed are recent communications for City Council review.

Parcel ID	Business or Resident	Last known actual reading prior to the 4/5 digit issue	Most recent actual reading after 4/5 digit issue corrected	Total Units Actually Used During Erroneous Billing Period E minus C
XX-XX-XX7-013	Resident	1000	1090	90
XX-XX-XX4-014	Resident	2030	2241	211
XX-XX-XX3-009	Business	2490	2661	171
XX-XX-XX3-003	Resident	3120	3230	110
XX-XX-XX2-005	Resident	3030	3160	130
XX-XX-XX2-027	Resident	1950	1980	30
XX-XX-XX5-004	Resident	5070	5130	60
XX-XX-XX6-018	Condo	7910	8300	390
XX-XX-XX6-021	Condo	11990	12600	610
XX-XX-XX6-025	Condo	8740	9050	310
XX-XX-XX6-029	Condo	16330	16810	480
XX-XX-XX6-033	Condo	9400	9890	490
XX-XX-XX1-001	Business	11440	11840	400
XX-XX-XX4-007	Resident	1010	1040	30
XX-XX-XX4-017	Business	6180	6260	80
XX-XX-XX1-042	Resident	1020	1060	40
XX-XX-XX6-003	Resident	2880	2950	70
XX-XX-XX5-003	Resident	2020	2360	340
XX-XX-XX8-060	Condo	4170	4400	230
XX-XX-XX8-057	Condo	5190	5190	0
XX-XX-XX8-051	Condo	9300	9700	400
XX-XX-XX8-047	Condo	4890	5040	150
XX-XX-XX9-002	Resident	2440	2700	260
XX-XX-XX9-001	Resident	2510	2610	100
XX-XX-XX7-004	Resident	3130	3190	60
XX-XX-XX6-004	Resident	1590	1680	90
XX-XX-XX7-012	Resident	40	250	210
XX-XX-XX2-011	Resident	3350	3480	130
XX-XX-XX6-008	Resident	3780	3860	80
XX-XX-XX8-006	Resident	1620	1680	60
XX-XX-XX4-004	Resident	40	480	440
XX-XX-XX4-025	Resident	1890	1940	50

XX-XX-XX7-007	Resident	2450	2510	60
XX-XX-XX0-004	Resident	3430	3750	320
XX-XX-XX8-004	Resident	4250	4404	154
XX-XX-XX3-001	Resident	2740	2800	60
XX-XX-XX4-007	Resident	1690	2120	430
XX-XX-XX4-006	Resident	2400	2490	90
XX-XX-XX2-011	Resident	3220	3470	250
XX-XX-XX8-001	Resident	2	200	198
XX-XX-XX6-004	Resident	2290	2510	220
XX-XX-XX0-005	Business	11615	14430	2815
XX-XX-XX0-022	Business	8840	9040	200
XX-XX-XX2-001	Business	4340	4870	530
XX-XX-XX2-010	Resident	1730	1810	80
XX-XX-XX7-019	Resident	1730	2000	270
XX-XX-XX7-021	Resident	4010	4180	170
XX-XX-XX4-033	Business	203	217	14
XX-XX-XX7-035	Business	3430	3690	260
XX-XX-XX2-006	Resident	2060	2150	90
XX-XX-XX4-008	Business	30	180	150
XX-XX-XX2-001	Business	6430	6520	90
XX-XX-XX1-005	Resident	1960	2040	80
XX-XX-XX1-001	Resident	4610	4728	118
XX-XX-XX0-002	Business	25680	27100	1420
XX-XX-XX5-019	Business	3470	3800	330
XX-XX-XX6-016	Resident	2170	2310	140
XX-XX-XX8-004	Resident	4260	4300	40
XX-XX-XX3-015	Resident	340	1040	700
Inactive Account				0
XX-XX-XX6-049	Condo	Re-wire		0

Total Units Actually <u>Billed</u> during erroneous Billing Period	Unbilled Units	Lowest Rate during the Period*	Total Amount for Unbilled Units @ lowest rate during the erroneous billing period.	
	G minus I		K x M	
18	72	11.9	\$	856.80
19	192	11.9	\$	2,284.80
15	156	11.9	\$	1,856.40
10	100	11.9	\$	1,190.00
22	108	11.9	\$	1,285.20
2	28	11.9	\$	333.20
16	44	11.9	\$	523.60
36	354	11.9	\$	4,212.60
610	0	11.9	\$	-
29	281	11.9	\$	3,343.90
40	440	11.9	\$	5,236.00
45	445	11.9	\$	5,295.50
34	366	11.9	\$	4,355.40
3	27	11.9	\$	321.30
7	73	11.9	\$	868.70
3	37	11.9	\$	440.30
5	65	11.9	\$	773.50
33	307	11.9	\$	3,653.30
22	208	11.9	\$	2,475.20
	0	11.9	\$	-
38	362	11.9	\$	4,307.80
14	136	11.9	\$	1,618.40
25	235	11.9	\$	2,796.50
10	90	11.9	\$	1,071.00
6	54	11.9	\$	642.60
9	81	11.9	\$	963.90
38	172	11.9	\$	2,046.80
11	119	11.9	\$	1,416.10
7	73	11.9	\$	868.70
5	55	11.9	\$	654.50
46	394	11.9	\$	4,688.60
5	45	11.9	\$	535.50

6	54	11.9	\$	642.60
30	290	11.9	\$	3,451.00
12	142	11.9	\$	1,689.80
6	54	11.9	\$	642.60
42	388	11.9	\$	4,617.20
8	82	11.9	\$	975.80
25	225	11.9	\$	2,677.50
19	179	11.9	\$	2,130.10
21	199	11.9	\$	2,368.10
2815	0	11.9	\$	-
20	180	11.9	\$	2,142.00
52	478	11.9	\$	5,688.20
4	76	11.9	\$	904.40
27	243	11.9	\$	2,891.70
16	154	11.9	\$	1,832.60
14	0	11.9	\$	-
24	236	11.9	\$	2,808.40
9	81	11.9	\$	963.90
15	135	11.9	\$	1,606.50
7	83	11.9	\$	987.70
6	74	11.9	\$	880.60
9	109	11.9	\$	1,297.10
142	1278	11.9	\$	15,208.20
28	302	11.9	\$	3,593.80
12	128	11.9	\$	1,523.20
3	37	11.9	\$	440.30
66	634	11.9	\$	7,544.60
	0	11.9	\$	-
	0	11.9	\$	-
			\$	130,424.00

Sprinklers

Estimated Billing - New Meter

Billing Correct

Billing Correct

Estimated Billing