



500 West Big Beaver
Troy, MI 48084
troymi.gov

CITY COUNCIL AGENDA ITEM

Date: August 22, 2024

To: Honorable Mayor and Troy City Council

From: Lori Grigg Bluhm

Subject: City Manager Search Update



After a competitive bid process, the Troy City Council hired GovHr to assist with the City Manager Search process, in light of the announced retirement of former City Manager Mark F. Miller. The GovHR contract was included in the October 16, 2023 agenda packet, which is attached for your convenience. Pursuant to this contract, GovHr provided a guarantee (p. 21 of their proposal), which obligates them to continue its search efforts if the City was not able to successfully reach a contract with a candidate from its initial City Manager search. As with the first round of the search, the City would need to pay for any advertising or necessary travel costs for a continuation of the search, but no additional fee is required. Following this, City Council does not need to take any formal action to continue the City Manager Search process under the current contract with GovHR.

However, under Troy's City Charter, Council is obligated to appoint a City Manager within 120 days. Since Mark Miller retired on May 31, 2024, this requires City Council to appoint a City Manager on or before September 28, 2024. City Council's resolution of April 8, 2024 was contingent upon the negotiation of a successful employment agreement, and this contingency has not been satisfied. In the anticipation that City Council will want to pursue a second round of the City Manager search process, there will be a delay in the appointment of a permanent City Manager. Based on this, the City's outside labor counsel, Stacy Belisle, with the assistance of our search consultant Jaymes Vettraino of GovHR, searched for a qualified individual that would serve as the Troy City Manager until the City Manager search process was concluded. There are only a few individuals who are qualified and available to serve in this capacity, and they identified and persuaded Vincent D. Pastue to serve in the City Manager role for a limited term. Mr. Pastue is highly recommended, and he was a former finalist in a previous Troy City Manager search. He has provided his resume, which is attached (with address information redacted). If City Council passes the proposed resolution to hire Mr. Pastue for this limited term position, then he will immediately provide the required 30- day notice to his current employer, so that he could serve as the Troy City Manager prior to September 28, 2024, so that the City will remain compliant with its Charter. Since the decision is City Council's, our outside consultants did not go as far as to negotiate a formal agreement, but after discussions with Mr. Pastue and a review of his current employment agreement, they are confident that they will reach a mutually agreeable contract with him for a limited term.

Please let me know if you have any questions about this matter.



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**CITY OF TROY
OAKLAND COUNTY, MICHIGAN
RESOLUTION**

At a Regular meeting of the Troy City Council held on Monday, October 16, 2023, the following Resolution was passed:

J-5 Approval of Agreement with GovHR for City Manager Recruitment and Selection

Resolution #2023-10-152-J-5

Moved by Abraham

Seconded by Hodorek

RESOLVED, That in the best interest of the City, Troy City Council hereby **WAIVES** the formal bid process and **AWARDS** a contract to *GovHR USA of Northbrook IL* for City Manager Recruitment and Selection Services, for \$23,500, as detailed in the attached Agreement.

BE IT FURTHER RESOLVED, That Troy City Council hereby **APPROVES** the Agreement, incorporating the Proposal for City Manager Recruitment and Selection Services, and **AUTHORIZES** the Mayor and City Clerk to execute the Agreement on behalf of the City; a copy of which shall be **ATTACHED** to the original Minutes of this meeting.

BE IT FINALLY RESOLVED, That the Agreement is **CONTINGENT** upon GovHR USA's submission of the required insurance coverage documentation.

Yes: All-7

No: None

MOTION CARRIED

I, M. Aileen Dickson, duly appointed City Clerk of the City of Troy; do hereby certify that the foregoing constitutes a true and complete copy of a resolution adopted by the Troy City Council at a Regular Meeting duly called and held on Monday, the Sixteenth day of October, 2023.

M. Aileen Dickson, MMC, MiPMC II
City Clerk

AGREEMENT FOR CITY MANAGER RECRUITMENT AND SELECTION

This Agreement for City Manager Recruitment and Selection is entered into this 16th day of October 2023, between the City of Troy, Michigan, a Michigan municipality having its principal place of business at 500 W. Big Beaver Road, Troy, MI 48084 (hereinafter "TROY") and GovHR USA, a public management consulting firm having its principal office at 630 Dundee Road, Suite 225; Northbrook, IL 60062 (hereinafter "GovHR").

WHEREAS, GovHR provides City Manager Recruitment and Selection services, and provided similar services to the City of Troy in 2018; and

WHEREAS, on August 22, 2023, GovHR submitted a proposal to conduct a full scope City Manager Recruitment and Selection center for for TROY; and

WHEREAS, TROY is desirous of having GovHR provide the above referenced services, in connection with the attached and incorporated proposal submitted by GovHR;

NOW THEREFORE, in consideration of the following, the TROY and GovHR agree to the following:

1. GovHR shall perform the City Manager Recruitment and Selection services identified as Option A: Full Scope Recruitment, in the attached and incorporated proposal of August 22, 2023.
2. Troy agrees to pay GovHR a fee of \$23,500 for its services. GovHR will issue three separate invoices to Troy for its services, and Troy will pay the invoices within 30 days of receipt.
3. Troy may ask GovHR to provide additional services, such as enhanced background checks beyond the scope of the proposal, which will be submitted in writing. Troy agrees to pay the actual costs of any requested service, but shall not pay any state sales or federal excise taxes, since Troy is exempt from such taxes as a Michigan municipality. Troy may also ask for additional consultant visits, above the three visits incorporated in the proposal, and Troy shall pay for any such consultant visit at a rate of \$150/hour.
4. TROY will also reimburse reasonable mileage and travel expense for the GovHR consultant(s). Jaymes Vettraino will serve as the project manager and main point of contact.

5. The Troy City Attorney, who reports directly to the Troy City Council, shall serve as the main point of contact for TROY.
6. GovHR agrees to provide an efficient and comprehensive selection process for the new Troy City Manager that will ensure the best qualified candidates are found and the most qualified individual who meets and/or exceeds requirements in the best interest of the City can be hired in a timely manner. GovHR understands that the position of City Manager for the City of Troy is expected to be vacated by the current City Manager on or before May 31, 2024, and will schedule the services and timeline with the goal of timely filling the position.
7. The parties shall comply with all applicable federal, state, and local laws, including non-discrimination laws, and shall comply with all EEOC, Title VII requirements and regulations, and shall not illegally discriminate against any candidate.
8. GovHR shall carry general liability insurance, professional liability, automobile insurance, workers compensation and employers' liability insurance for any actions, claims, liability or damages caused to others arising out of the performance of this agreement in amounts approved by TROY's City Administration. Cancellation of any of the required insurance coverages shall be considered a breach of this agreement and the agreement shall become null and void unless GovHR immediately provides proof of renewal of continuous coverage to TROY. All insurance carriers shall be licensed and admitted to do business in the State of Michigan. Proof of insurance meeting these requirements shall be provided to TROY within 24 hours after execution of this agreement.
9. To the fullest extent permitted by law, GovHR agrees to defend, pay on behalf of, indemnify, and hold harmless the City of Troy, its elected and appointed officials, employees and volunteers and others working on behalf of the City of Troy, against any and all claims, demands, suits, or loss, including all costs connected therewith, and for any damages which may be asserted, claimed or recovered against or from the City of Troy, its elected and appointed officials, employees, volunteers or others working on behalf of the City of Troy for any claims arising from the City Manager selection and recruitment that results from the execution of activities by GovHR and its consultants, as outlined in this Agreement.
10. TROY may terminate this Agreement for breach of any of the terms and conditions, including but not limited to, unsatisfactory performance or failure to timely comply with the procedures set out herein. Written

notification of termination shall be sent by first class mail to GovHR at its last known address. Upon receipt of a notice of termination GovHR shall cease performance of any of the terms and conditions under this Agreement. In such an event, GovHR shall only be entitled to be paid for the services performed prior to the date of the termination.

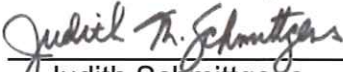
11. GovHR shall have no authority or power to assign, subcontract, or transfer any rights, privileges, or interest without obtaining prior written permission from TROY.
12. This Agreement shall be governed by and construed in accordance with the laws of the State of Michigan. The parties agree that venue for any causes of action shall be Oakland County, Michigan.
13. Gov HR and its consultants shall have no interest, and will not acquire any interest which would conflict with the performance of services required by this Agreement. No officer, agent, or employee of the City of Troy or member of its governing body may participate in any decision relating to this Agreement which affects his/her personal interest or the interest of any corporation, partnership or association in which he/she is directly or indirectly interested or has any personal or pecuniary interest.
14. The parties each represent that they have the authority to enter into this agreement.

Signed this 16th day of October, 2023. Signed this 16th day of October, 2023.

CITY OF TROY

GovHR

By: 
Ethan D. Baker

By: 
Judith Schmittgens

Its: Mayor

Its: Corporate Secretary

By: 
Aileen M. Dickson

By: _____

Its: City Clerk

Its: _____



500 West Big Beaver
Troy, MI 48084
troymi.gov

CITY COUNCIL AGENDA ITEM

Date: October 9, 2023



To: Honorable Mayor and City Council Members

From: Mark F. Miller, City Manager
Lori Grigg Bluhm, City Attorney
Jeanette Menig, Human Resources Director

Subject: Approval of Agreement with GovHR for City Manager Recruitment and Selection

Background

After the announcement of Troy City Manager Mark Miller's retirement date, City Council will now need to appoint a new City Manager on or before May 31, 2024. In 2018, when the City Manager position was last vacant in 2018, the City issued an RFP for qualified search firms to assist with the recruitment and selection process, and on June 4, 2018, selected GovHR as the successful bidder to perform the services. Since that time, the City has also utilized GovHR for other projects. GovHR provides comprehensive recruitment and consulting services, and works exclusively for public and non-profit sectors. Their consultants are experienced executive recruiters who have conducted numerous recruitments working with cities, counties, and other governmental entities throughout the country.

In response to a request from City Management, on August 22, 2023, GovHR submitted a proposal to assist the City in a full scope recruitment and selection process for its new City Manager. At the October 2, 2023 City Council member, Jaymes Vettraino, GovHR Vice President and proposed Project Manager, was present to answer City Council's questions about the proposed search process, including but not limited to the current market conditions, timing issues, and public input opportunities. At that meeting, Council directed City Administration to negotiate an agreement with GovHR for the 2024 City Manager search for City Council consideration.

Purchasing

Under Troy's Charter and also Chapter 7 of the City of Troy ordinances, Council can waive the competitive bid process for agreements exceeding \$10,000 when it determines that the public interest will be best served without obtaining bids.

Financial

The projected cost for the Agreement is \$23,500. Funding for the City Manager recruitment is budgeted in 101.270.802.185- Contractual Services HR.

Recommendation

City Administration recommends approval of the attached Agreement with GovHR for the 2024 City Manager search, which is anticipated to take approximately 120 days once commenced.

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WHEREAS, TROY is desirous of having GovHR provide the above referenced services, in connection with the attached and incorporated proposal submitted by GovHR;

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1. GovHR shall perform the City Manager Recruitment and Selection services identified as Option A: Full Scope Recruitment, in the attached and incorporated proposal of August 22, 2023.
2. Troy agrees to pay GovHR a fee of \$23,500 for its services. GovHR will issue three separate invoices to Troy for its services, and Troy will pay the invoices within 30 days of receipt.
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7. The parties shall comply with all applicable federal, state, and local laws, including non-discrimination laws, and shall comply with all EEOC, Title VII requirements and regulations, and shall not illegally discriminate against any candidate.
8. GovHR shall carry general liability insurance, professional liability, automobile insurance, workers compensation and employers' liability insurance for any actions, claims, liability or damages caused to others arising out of the performance of this agreement in amounts approved by TROY's City Administration. Cancellation of any of the required insurance coverages shall be considered a breach of this agreement and the agreement shall become null and void unless GovHR immediately provides proof of renewal of continuous coverage to TROY. All insurance carriers shall be licensed and admitted to do business in the State of Michigan. Proof of insurance meeting these requirements shall be provided to TROY within 24 hours after execution of this agreement.
9. To the fullest extent permitted by law, GovHR agrees to defend, pay on behalf of, indemnify, and hold harmless the City of Troy, its elected and appointed officials, employees and volunteers and others working on behalf of the City of Troy, against any and all claims, demands, suits, or loss, including all costs connected therewith, and for any damages which may be asserted, claimed or recovered against or from the City of Troy, its elected and appointed officials, employees, volunteers or others working on behalf of the City of Troy for any claims arising from the City Manager selection and recruitment that results from the execution of activities by GovHR and its consultants, as outlined in this Agreement.
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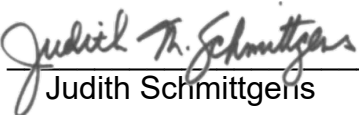
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13. Gov HR and its consultants shall have no interest, and will not acquire any interest which would conflict with the performance of services required by this Agreement. No officer, agent, or employee of the City of Troy or member of its governing body may participate in any decision relating to this Agreement which affects his/her personal interest or the interest of any corporation, partnership or association in which he/she is directly or indirectly interested or has any personal or pecuniary interest.
14. The parties each represent that they have the authority to enter into this agreement.

Signed this ____ day of October, 2023. Signed this ____ day of October, 2023.

CITY OF TROY

GovHR

By: _____
Ethan D. Baker

By: 
Judith Schmittgen

Its: Mayor

Its: Corporate Secretary

By: _____
Aileen M. Dickson

By: _____

Its: City Clerk

Its: _____

City of Troy, Michigan Request for Proposal City Manager Recruitment & Selection

August 22, 2023



630 Dundee Road
Suite 225
Northbrook, IL 60062

Primary Contact Person:

Laurie Pederson
Senior Vice President
Operations & Client Services
847-380-3198
LPederson@GovHRusa.com

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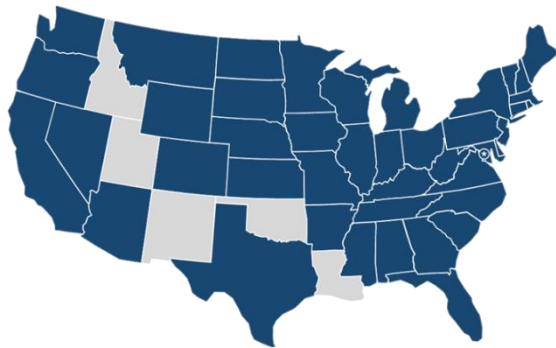
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Attachments

Consultant Biography
Client List

Firm Profile

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



GovHR has 21 full-time and 8 permanent part-time employees including 6 full-time recruiters and 26 additional project consultants. Our employees and project consultants are located across the country, giving us a national presence. Additionally, GovTempsUSA, GovHR's subsidiary, provides interim staffing solutions to keep operations moving during the recruitment process.

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

Our Leadership



Heidi Voorhees

President

847-380-3240

HVoorhees@GovHRusa.com

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



Joellen Cademartori

Chief Executive Officer

847-380-3238

JCademartori@GovHRusa.com

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.

Why Choose GovHR?

Unparalleled Expertise and Level of Service: We are a leader in the field of local government recruitment and selection with experience in **44 states**, in communities ranging in population from 1,000 to 3,000,000. Since our establishment in 2009, more than 40% of our clients are repeat clients showing a high level of satisfaction with our work. We encourage you to call any of our previous clients. Surveys of our clients show that 94% rate their overall experience with our firm as **Outstanding** and indicate that they plan to use our services or highly recommend us in the future.

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

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

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

Our Team

GovHR employs a team of professionals with backgrounds in local government and the not-for-profit sector. With your staff needs in mind and due to the significance of this recruitment, we have assigned our highly knowledgeable and experienced Vice President Jaymes Vettraino. He will act as your project manager and primary point of contact for this project. He will be responsible for your recruitment and selection process. His full biography can be found as part of the Appendix and his client list is available on our website.

Project Manager & Main Point of Contact



Jaymes Vettraino

Vice President

248-379-8923

JVettraino@GovHRusa.com

Proposal Inquiries



Laurie Pederson

Senior Vice President

Operations & Client Services

847-380-3198

LPederson@GovHRusa.com

References

We are a proven leader in public sector consulting. ***More than one-third of the organizations served by GovHR are repeat clients.*** Our team provides a growing pool of highly qualified candidates who are well-suited to handle the challenges and expectations of professional positions in local government and the not-for-profit sector.

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

City of Ferndale, MI
(Community & Economic Dev. Dir., 2022)
(Director of Public Works, 2021)
(Finance Director, 2021)
(Fire Chief, 2020)
(City Manager, 2019)
(Downtown Dev. Authority, Exec. Dir., 2019)
Dan Jacey, Director of Human Resources
300 East Nine Mile Road
Ferndale, MI 48220
248-546-2378
djacey@ferndalemi.gov

City of Royal Oak, MI
(Finance Director, 2022)
(City Manager, 2020)
(City Attorney, 2020)
Michael Fournier, Mayor
211 S. Williams Street
Royal Oak, MI 48067
248-246-3463
ccfournier@romi.gov

Oakland County, MI
(Chief Information Officer, 2023)
(Chief Diversity, Equity & Inclusion Officer, 2022)
(Equalization Officer, 2022)
(Deputy Corporation Counsel, 2022)
(Director of Parks & Recreation, 2021)
(Environmental Sustainability Officer, 2021)
(Corporation Counsel, 2021)
(Director of Public Service, 2021)
(Director of Facilities Management, 2021)
(Director of Economic Development, 2020)
(Chief Diversity Equity & Inclusion Officer, 2019)
April M. Lynch, Deputy Executive
2100 Pontiac Lake Road
Building 41 West
Waterford, MI 48328-2735
248-858-1558
lynchap@oakgov.com

Option A: Full Scope Recruitment - 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 \$150/hour 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 14,000+ visits monthly to our website and career center. Additionally, our weekly jobs listings are sent to over 7,000 subscribers.

Phase II will include the following:

- GovHR consultants will personally identify and contact potential candidates.
- Develop a database of potential candidates from across the country unique to the position and to the Client, focusing on:

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

Phase III: Candidate Evaluation & Screening

Phase III will include the following steps:

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

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

Phase IV: Presentation of Recommended Candidates

Phase IV will include the following steps:

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

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

Phase V: Interviewing Process & Background Screening

Phase V will include the following steps:

GovHR will:

- Develop the first and second round interview questions for your review and comment
- Coordinate candidate travel and accommodations

- Provide you with an electronic file that includes:
 - Candidates' credentials
 - Set of questions with room for interviewers to make notes
 - Evaluation sheets to assist interviewers in assessing the candidate's skills and abilities

Background screening will be conducted along with additional references contacted:

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 four to five candidates. The second round interviews will include two or three candidates. GovHR will supply interview questions and an evaluation form.

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

- Tour of Client facilities
- Interviews with senior staff

Phase VI: Appointment of Candidate

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

Project Timeline

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

Commitment to Diversity, Equity & Inclusion in Recruitments

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

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

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

Recruiting in Today's Candidate Market

The GovHR team is aware of the lasting impact that the Great Resignation has had on nearly all local government positions. Data shows annual quit rates have been at record highs the past two years. Additionally, there is a growing trend of public workers accelerating retirement plans, a drastic change from when workers were *postponing* retirement.

Our team of consultants work diligently to ensure the success of each recruitment and will be transparent upfront and throughout the process regarding any obstacles or delays they anticipate. Despite these challenging times, we have still seen a tremendous amount of success in our recruitments largely due to our consultants' outreach methods and our team's marketing strategies.

GOVHR'S RECOMMENDATIONS TO RECRUIT AND RETAIN TOP TALENT

Responsive: Roll out the Welcome Mat! Candidates may struggle with relocating for a new position as well as be concerned about the "fit" with a new team. It is important to include costs for your top candidate(s) to travel to your location for the final interview process. Our team will work with you to create a welcoming, informative experience for both you and the candidate(s).

Encouraging: Employee development is a must-have in today's market. Candidates appreciate their employer investing in them as much as they are investing themselves in the job. Consider "up and coming" candidates who may lack one or two preferred skills and assign a mentor or invest in a course to encourage their professional development. A mentor/training program will also help establish a peer-to-peer connection and make them feel more comfortable about the transition to a new job.

Competitive: Our team will guide you in offering a competitive market rate compensation and competitive benefits package attractive to today's candidates. Competitive employers must include relocation expenses and should consider signing bonuses and temporary housing.

Resourceful: Review your job description – do you need public sector experience? Are the years' experience you list essential, or can that be preferred? Consider a more resourceful approach when reviewing candidates' experience. Carefully consider requirements such as CPA, Professional Engineer and others that will limit your talent pool – consider using the word "ideally" or "preferably."

Understanding: These past few years have, without a doubt, changed the work environment. Competitive employers have recognized this and are offering flexible/hybrid/remote work options. Those positions that offer this type of flexibility consistently receive a better candidate response rate.

Innovative: Think about what is unique and attractive about your community and organization and highlight that in your recruitment efforts. Talk about organizational culture and what your values are with respect to your employees. GovHR will assist you in being as innovative as possible in your outreach.

Transparent: Some states now mandate listing salary ranges in any job advertisements or postings. More and more companies are now showing at least a salary range in their postings to promote pay transparency and equity. Post the salary range you will use for hiring – it is public information if we make it too difficult for candidates to find out the salary, they will move on to the next opportunity.

Option A - Full Scope Recruitment – Price Proposal

Summary of Costs: Full Scope	Price
Recruitment Fee: (includes repeat client discount \$1,000)	\$19,500
Recruitment Expenses: (not to exceed) ➤ Expenses include candidate due diligence efforts	\$1,500
Advertising: <i>*Advertising costs over \$2,500 will be placed only with client approval. If less than \$2,500, Client is billed only for actual cost.</i>	\$2,500*
Total:	\$23,500**

**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 \$150/hour. 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 Invoice upon acceptance of proposal: 40% of the Recruitment Fee

2nd Invoice upon recommendation of candidates: 40% of the Recruitment Fee & expenses incurred to date

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

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

The GovHR Guarantee – 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 6 months of the employee's departure.

Option B – Custom Recruitment (Internal Candidates only)

Option B: Phase I: Information Gathering

- GovHR will meet with stakeholders identified by the client to gather information regarding the recruitment.
- Agreement on a detailed Recruitment Timetable.
- Interested applicants would submit their application materials to the City of Troy.
- City would provide all application materials to GovHR Consultant for review.

Option B: Phase II: Interviewing Process

- GovHR Consultant will review and evaluate candidates' credentials based on client information regarding the position.
- Consultant will conduct a Live Video Interview (GovHR Consultant & Candidate) with each finalist candidate.
- Consultant will make a recommendation to the Client for candidates to interview.
- Develop the first and second round interview questions for client review and comment
- GovHR will provide client 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

GovHR consultant will be present for all the interviews, serving as a resource and facilitator.

Option B: Phase III: 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.

Option B - Price Proposal

Summary of Costs:	Price
Recruitment Fee:	\$9,500
Total:	\$9,500**

**Consultant travel expenses are included in the price proposal.

Payment for Fees & Services

Professional fees will be invoiced upon completion of the process.

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

Option C – Consulting

GovHR services will include the following:

- Assist with the facilitation of an offer to one internal candidate.
- Assist with the planning and transition process of the appointed candidate.

The above services can be provided at an hourly rate of \$150/hour plus any travel expenses incurred.

One invoice would be sent upon completion of services.

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 Troy, Michigan agrees to retain GovHR USA, LLC ("GovHR") to conduct a City Manager Recruitment in accordance with its proposal dated August 22, 2023. The terms of the proposal are incorporated herein and shall become a part of this contract.

ACCEPTED:

City of Troy, Michigan

By: _____

Title: _____

Date: _____

Billing Contact: _____

Billing Contact Email: _____

GovHR USA, LLC

By: _____

Title: _____

Date: _____

PLEASE SELECT ONE:

- ☐ **Option A - Full Recruitment Process**
- ☐ **Option B – Recruitment Assistance**
- ☐ **Option C – Consulting Services**



JAYMES VETTRAINO



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

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

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

PROFESSIONAL EDUCATION

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

PROFESSIONAL DEVELOPMENT AND SPEAKING ENGAGEMENTS

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

MEMBERSHIPS AND AFFILIATIONS

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

AWARDS

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

PROFESSIONAL BACKGROUND

Over 17 Years in Local Government Management

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





City Management Client List 2018 to Present

State	Client	Position Title	Year	Population
Alaska	Bethel	City Manager	2019	6,500
	Bethel	City Manager	2023	6,500
	Homer	City Manager (Professional Outreach)	2019	5,300
	Seward	City Manager	2019	2,693
Arizona	Buckeye	City Manager	2021	69,744
Colorado	Englewood	City Manager	2019	34,957
Connecticut	East Hampton	Town Manager	2019	13,000
	Enfield	Town Manager	2018	45,246
	Enfield	Town Manager	2022	45,246
	Manchester	General Manager	2021	59,710
	Meriden	City Manager	2018	60,838
	Simsbury	Town Manager	2023	25,517
Delaware	Newark	City Manager	2018	33,398
Florida	Lakeland	City Manager	2020	110,000
	Ponce Inlet	Town Manager	2022	3,411
Georgia	Albany	City Manager	2021	77,434
	Decatur	City Manager	2018	25,000
Illinois	Barrington	Village Manager	2018	10,455
	Bloomington	City Manager	2018	78,005
	Centralia	City Manager	2020	13,000
	Crest Hill	City Administrator	2021	21,169
	Decatur	City Manager	2018	76,178
	Decatur	Deputy City Manager	2019	76,178
	DeKalb	City Manager	2018	43,849
	Effingham	City Administrator	2018	12,577
	Forsyth	Village Administrator	2021	3,490
	Fox Lake	Village Administrator	2021	10,550
	Galesburg	City Manager	2022	33,706
	Galesburg	City Manager	2023	33,706
	Geneseo	City Administrator (Virtual)	2019	6,500
	Greenville	City Manager	2021	7,000
	La Grange	Village Manager	2022	15,610
	Lake Barrington	Village Administrator	2022	4,879
	Lake Forest	City Manager	2018	19,375
	McHenry	City Administrator	2023	27,135
	Mundelein	Village Administrator	2020	31,385
	Niles	Village Manager	2021	30,001
	North Chicago	Chief of Staff	2021	30,020
	Northbrook	Village Manager	2021	35,000
	Oak Brook	Village Manager	2021	8,058

	Oak Park	Village Manager	2021	52,000
	Oak Park Township	Township Manager	2023	51,774
	Orland Park	Village Manager	2019	60,000
	Palos Heights	City Administrator (Virtual)	2021	12,480
	Pingree Grove	Village Manager	2020	10,000
	Pingree Grove	Village Manager	2023	10,000
	Plainfield	Village Administrator	2021	41,734
	Princeton	City Manager	2019	7,700
	River Forest	Village Administrator	2021	11,635
	Rock Island	City Manager	2021	39,684
	Savoy	Village Administrator (Virtual)	2020	8,607
	Schaumburg Township	Township Administrator (Virtual)	2021	140,000
	Shorewood	Village Administrator	2018	17,495
	Sycamore	City Manager (Professional Outreach)	2021	18,557
	Vernon Hills	Village Manager	2021	25,911
	Villa Park	Village Manager	2022	22,038
	Washington	City Administrator	2021	15,700
	Wauconda	Village Administrator	2021	14,125
	Willowbrook	Village Administrator	2019	8,967
Indiana	St. John	Town Manager (Professional Outreach)	2020	18,047
Iowa	Indianola	City Manager	2022	15,833
	Knoxville	City Manager	2021	7,300
	Muscatine	City Administrator	2020	23,819
	Windsor Heights	City Administrator	2023	4,860
	Windsor Heights	City Administrator	2019	4,860
Kentucky	Paducah	City Manager	2021	24,850
	Paris	City Manager	2021	9,846
Maine	Bangor	City Manager	2021	33,039
Maryland	Sykesville	Town Manager	2019	3,941
	Westminster	City Administrator	2021	18,522
Massachusetts	Wayland	Town Manager	2022	13,882
	Williamstown	Town Manager	2021	8,400
Michigan	Adrian	City Administrator	2018	20,676
	Adrian	City Administrator	2020	20,676
	Albany	City Manager	2018	8,337
	Charlotte	City Manager	2020	9,100
	Clawson	City Manager	2021	11,946
	Eastpointe	City Manager	2019	32,673
	Ferndale	City Manager	2019	20,428
	Lincoln Park	City Manager	2019	36,665
	Oakland Township	Township Manager	2018	19,132
	Rochester	City Manager	2022	13,017
	Royal Oak	City Manager	2020	59,112
	Troy	City Manager	2018	83,181
Minnesota	Becker	City Administrator	2021	4,874
	Fairmont	City Administrator	2023	10,477
	Hibbing	City Administrator	2021	15,855
	Lindström	City Administrator	2023	4,888

	Minnetonka	City Manager	2022	53,953
	Scandia	City Administrator	2023	4,149
	St. Joseph	City Administrator	2022	7,342
	St. Louis Park	City Manager	2021	48,662
	Waconia	City Administrator	2021	13,500
Missouri	Ballwin	City Administrator	2020	30,181
	Cape Girardeau	City Manager	2020	38,000
	South Lyon	City Manager	2018	11,327
	Warrensburg	City Manager	2021	20,200
	Webster Groves	City Manager	2020	22,800
	Wildwood	City Manager	2019	35,524
Nebraska	Nebraska City	City Administrator	2022	7,200
Nevada	Boulder City	City Manager	2021	16,207
New Hampshire	Portsmouth	City Manager	2019	21,796
New York	Mamaroneck (Town)	Town Administrator	2021	29,156
	Mamaroneck (Village)	Village Manager	2018	19,426
	New Rochelle	City Manager	2022	79,067
	Scarsdale	Village Manager	2021	17,837
North Carolina	Ayden	Town Manager	2023	5,000
North Dakota	Minot	City Manager	2020	45,700
Pennsylvania	Ferguson Township	Township Manager	2022	18,300
	Patton Township	Township Manager	2022	15,801
	South Fayette Township	Township Manager	2018	14,416
Tennessee	Oak Ridge	City Manager	2023	31,402
Texas	Burleson	City Manager	2018	43,960
	Missouri City	City Manager	2022	74,139
Vermont	Winooski	City Manager	2022	7,997
Virginia	Chesapeake	City Manager	2019	245,000
	Portsmouth	City Manager	2020	96,000
	Salem	City Manager	2019	25,643
	Virginia Beach	City Manager	2019	442,707
Washington	Burien	City Manager	2022	52,066
	Duvall	City Administrator (Professional Outreach)	2021	8,090
West Virginia	Bridgeport	City Manager	2019	8,582
	Bridgeport	City Manager	2021	8,582
Wisconsin	Baraboo	City Administrator	2019	12,048
	Beaver Dam	City Administrator	2021	16,291
	Bellevue	Village Administrator	2018	15,524
	Beloit (Town)	Town Administrator	2020	7,083
	Franklin	Director of Administration	2019	36,155
	Harrison	Village Manager	2021	13,185
	Monroe	City Administrator	2020	10,827
	Plymouth	City Administrator/Utilities Manager	2020	8,540
	Rhineland	City Administrator	2018	7,800
	Waukesha	City Administrator	2023	71,158
	Whitewater	City Manager	2022	14,300

VINCENT D. PASTUE

PROFESSIONAL EXPERIENCE

SUMMARY: Over thirty-nine years of professional management experience in local government with the last thirty-one as either a city manager or county administrator. Consistent accomplishments throughout my career include on-going operational changes resulting in savings along with improved services, completion of major infrastructure projects, transformative economic and redevelopment initiatives, organizational stability and harmony, sound financial management, and comprehensive reviews of land use policies leading to changes.

CITY OF MONROE, MICHIGAN (City Manager)

July 2016 to June 2023

The City of Monroe has a population of 20,400 and is located on the western shore of Lake Erie approximately 40 miles south of Detroit, and 20 miles north of Toledo, Ohio. The Fiscal Year 2023-24 Budget is \$70 Million with 185 full and part-time positions. Reason for leaving – retirement from permanent full-time city manager positions and to pursue interim local government management opportunities and/or consulting.

CITY OF MOUNT DORA, FLORIDA (City Manager)

June 2015 to March 2016

The City of Mount Dora is located 25 miles northwest of Orlando in Lake County with a population of approximately 13,000. The City Manager is responsible for all aspects of municipal services including electric utility. The Fiscal Year 2015-16 Budget was \$45 Million with 209 full-time equivalent employees. Reason for leaving – Resigned after significant change in City Council and direction after November 2015 Election.

CITY OF FARMINGTON, MICHIGAN (City Manager)

February 2003 to May 2015

The City of Farmington is located in the Metro Detroit area with a population of 10,372 based on the 2010 Census. The Fiscal Year 2014-15 Budget was \$14.8 Million with 52 full-time employees along with 25 part-time and seasonal employees. Reason for leaving – to accept Mount Dora City Manager position.

ISABELLA COUNTY, MICHIGAN (County Administrator)

May 1997 to Feb. 2003

Isabella County has a population of 63,500 and is located in the central portion of Michigan's Lower Peninsula with Mt. Pleasant as the County seat and home to Central Michigan University. The FY 2002-03 Budget was \$24.3 Million and over 200 employees. Reason for leaving – to accept Farmington City Manager position.

CITY OF CLARE, MICHIGAN (City Manager)

January 1992 to May 1997

Responsible for the overall management in accordance with City Charter. The City of Clare is a full-service, home-rule city with a population of approximately 3,500 and a service area of 10,000. The Fiscal Year 1997-98 Budget was \$3.1 Million and included 26 full-time and 36 part-time employees. Reason for leaving – to accept Isabella County Administrator position.

CITY OF BELDING, MICHIGAN

February 1990 to January 1992

Assistant City Manager - Director of Finance and Administration, Interim City Manager, and Community/Economic Development Director

As Director of Finance and Administration was responsible for all facets of financial management, risk management, and human resources. Served as Interim City Manager for five months. Community/Economic Development Director, responsibilities included planning/zoning administration, economic development, and grants. Reason for leaving – to accept Clare City Manager position.

**LEE COUNTY, FLORIDA
OFFICE OF MANAGEMENT AND BUDGET**

November 1986 to February 1990

Fiscal Year 1989-90 Budget was \$539.7 Million with over 3,000 employees and one of the five fastest growing counties in the nation. **Principal Budget Analyst** – Responsible for development of five-year \$1.0 Billion Capital Improvements Program budget, formulating estimates for all major revenues in operating and capital funds. Promoted: March 1989. **Senior Budget Analyst** – Responsible for drafting annual budget calendar prepared budget and millage public notices, served as systems development coordinator, while maintaining department budget analyst responsibilities. Promoted: November 1987. **Budget Analyst** – Review and analysis of solid Waste, and Utilities department budgets. Reason for leaving – to accept City of Belding position.

**COUNTY OF INGHAM, MICHIGAN
FINANCIAL SERVICES DIVISION**

October 1983 to November 1986

Billing Auditor (full-time) and Budget Analyst Intern**EDUCATION****Michigan State University**

- Completed all coursework toward Master of Public Administration degree.
- Internship paper was only item to complete the program.

University of Michigan – Flint

- Bachelor of Arts Degree in Political Science, April 1982
- Minor: Economics

OTHER PROFESSIONAL ENGAGEMENTS/PERSONAL

- Part-time Lecturer – Eastern Michigan University MPA Program (2020 and 2021)
- Numerous presentations to local government organizations regarding the budget and capital planning process, as well as consulting engagements.
- 2011 – Certified as a Michigan Emergency Financial Manager
- International City/County Management Association (ICMA) – 39 years
- Married for 35 years (Annette) – two sons: Nicholas (33) and Ryan (32)
- Interests: Fly-fishing, golf, and long walks.

ACCOMPLISHMENTS

CITY OF MONROE, MICHIGAN

- Implementation of River Raisin Battlefield National Park Master Plan that includes acquisition of property for the national park, as well as adaptive reuse of former ice arena for a visitor and event center.
- Economic redevelopment initiatives involving downtown and major commercial corridors, including redevelopment of former La-Z-Boy world headquarters site.
- Restructured several departments to improve customer experience and operational efficiency by embracing technology improvements, amending internal policies and procedures, workflow management, and staffing. Transformed Building Inspections Department customer service and community reputation.

CITY OF MOUNT DORA, FLORIDA

- Presented 14-page SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats) outlining the need for fundamental organization-wide restructuring to address significant economic growth opportunities over the next ten years.
- Numerous policy and procedure changes to address internal control deficiencies.
- Adopted balanced General Fund Budget for first time in eight years.

CITY OF FARMINGTON, MICHIGAN

- Rated by CNN/Money Magazine in 2013 as one of the top 50 small towns in U.S. (#27).
- Facilitated, encouraged, and coordinated efforts of high-quality and engaged volunteers to create a strong sense of community identity and pride.
- Restructured organization to address financial structural imbalances by reducing number of positions by expanding shared services with neighboring communities, privatization of services, and wage and benefit concessions for all employee groups during economic crisis. The overall objective was to maintain a high level of municipal services, continue infrastructure investment, and maintain strong financial position.
- Redevelopment of older built-out community including dramatic transformation of downtown. Initiated development of Downtown Master Plan and update of City-wide master plan which emphasized mixed-use commercial redevelopment, historic preservation, and pedestrian amenities. Completed two brownfield redevelopment projects resulting in 100 new jobs, tax base growth, improved community aesthetics, and adaptive reuse of functionally obsolete industrial property. Amending Zoning Code toward form-based design standards along with a timelier review process for redevelopment projects.

COUNTY OF ISABELLA, MICHIGAN

- Managed high growth period requiring updating and expanding County facilities along with forecasting operational needs. Oversaw planning and construction of new secured court facility and five other building expansions and renovations.
- Reorganization of County departments to improve efficiency and effectiveness that focused on community development, engineering, and administrative functions.
- Initiated update of county-wide land use master plan with focus on open space and farmland preservation, parks and recreation master plan, and solid waste management plan.
- Developed employee in-service programming and implemented comprehensive pay-classification system.

CITY OF CLARE, MICHIGAN

- Reduction of four full-time employees (13%) without layoff or reduction in level of services. Accomplished utilizing intergovernmental agreements, privatization of services, and internal reorganizations.
- Developed and implemented Capital Improvements Program that included water and sewer system expansions, industrial park expansions, street resurfacing, sidewalk replacement, airport runway realignment, and downtown streetscape improvements.
- Comprehensive restructuring of land use planning and zoning.

CITY OF BELDING, MICHIGAN

- Developed systematic process for review and consideration of all land use applications.
- Completed four grant applications with State of Michigan agencies for over \$3.0 Million in capital improvements.

LEE COUNTY, FLORIDA, OFFICE OF MANAGEMENT AND BUDGET

- Developed five-year forecast of revenues and expenditures for Utilities Department, in a high growth environment, that incorporated operating impact of capital projects, bond coverage requirements, and highlighting need for future rate adjustments.
- Coordinated budget prep system changes to improve efficiency and enhance timeliness of reports.