BENZIE COUNTY BOARD OF COMMISSIONERS

448 COURT PLACE - BEULAH, MI 49617 - (231) 882-9671 www.benzieco.net

SPECIAL MEETING BENZIE COUNTY BOARD OF COMMISSIONERS **AGENDA**

February 26, 2021 10:00 a.m.

Frank F. Walterhouse Board Room, Government Center, Beulah, Michigan

Join Zoom Meeting https://us02web.zoom.us/j/7493555921

Meeting ID: 749 355 5921 One tap mobile +13126266799,,7493555921# US (Chicago) +19292056099,,7493555921# US (New York)

10:00 a.m. Call to Order

Roll call

Invocation & Pledge of Allegiance

Approval of Agenda

Public Input

Interviews for Executive Search Firm

10:00 Todd Surline, Hiring Solutions LLC

11:00 Ryan Cotton, Gov HR

Break for Lunch

Jerry Richards, MML Executive Search Firm

Public Input Adjournment

Times Subject to Change

12:00

1:00

The County of Benzie will provide necessary reasonable auxiliary aids and services for individuals with disabilities at the meeting upon five (5) working days' notice to the County. Individuals with disabilities requiring auxiliary aids or services should contact the County in writing or by calling the following:

BENZIE COUNTY CLERK 448 COURT PLACE BEULAH MI 49617 (231) 882-9671

This notice was posted by Dawn Olney, Benzie County Clerk, on the bulletin board in the main entrance of the Benzie County Governmental Center, Beulah, Michigan, at least 18 hours prior to the start of the meeting. This notice is to comply with Sections 4 and 5 of the Michigan Open Meetings Act (PA 267 of 1976).

PUBLIC INPUT

Purpose: The Benzie County Board of Commissioners is a public policy setting body and subject to the Open Meetings Act (PA 267 of 1976). The Board also operates under a set of "Benzie County Board Rules (section 7.3)" which provides for public input during their meetings. It continually strives to receive input from the residents of the county and reserves two opportunities during the monthly scheduled meeting for you the public to voice opinions, concerns and sharing of any other items of common interest. There are however, in concert with meeting conduct certain rules to follow.

Speaking Time: Agenda items may be added or removed by the board but initially at least two times are devoted to Public Input. Generally, however, attendees wishing to speak will be informed how long they may speak by the chairman. All speakers are asked to give their name, residence and topic they wish to address. This and the statements/comments will be entered into the public record (minutes of the meeting). Should there be a number of speakers wishing to voice similar opinions, an option for a longer presentation may be more appropriate for the group and one or more speakers may talk within that time frame.

Group Presentations – 15 minutes Individual Presentations – 3 minutes

Board Response: Generally, as this is an "Input" option, the board will not comment or respond to presenters. Silence or non-response from the board should not be interpreted as disinterest or disagreement by the board. However, should the board individually or collectively wish to address the comments of the speaker(s) at the approval of the Chair and within a time frame previously established, responses may be made by the board. Additionally, the presenter may be in need of a lengthier understanding of an issue or topic and may be referred to a committee appropriate to address those issues.

Public Input is very important in public policy settings and is only one means for an interchange of information or dialogue. Each commissioner represents a district within the county and he/she may be individually contacted should greater depth or understanding of an issue be sought. Personal contact is encouraged and helpful to both residents and the board.

Commissioner Contacts:

]	District	I – Bob Roelofs (Almira East of Reynolds Road)	231-645-1187
1	District	II - Art Jeannot (Almira Twp West of Reynolds Road, P	latte
-	2201220	and Lake Townships)	231-920-5028
	District	III – Andy Miller (Crystal Lake, Frankfort)	231-920-8300
119	District	IV – Rhonda Nye (Benzonia)	231-510-8804
	District	V – Tim Markey (Homestead)	231-871-1399
	District	VI - Evan Warsecke (Colfax, Inland)	231-275-3375
	District	VII - Gary Sauer (Blaine, Gilmore, Joyfield, Weldon)	231-651-0647
	D1Str1ct	VII - Gary Sauer (Diame, Gilliote, Joyneid, Weldon)	251 051 0017



Memo To:

Board of Commission

From:

Mitchell D. Deisch, Administrator M Deisch

Date:

February 22, 2021

Subject:

Search Firm Interviews 2/26/21 Special Meeting

A special meeting is scheduled for Friday February 26, 2021 starting at 10:00 am. The schedule for the three firms is as follows:

10:00 - 11:00 am

Hiring Solutions LLC

Todd Surline (in person)

11:00 - Noon

GOV HR USA

Ryan Cotton (in person)

Noon - 1:00 pm

Lunch

1:00 - 2:00 pm

MML Exec. Search

Jerry Richards (Zoom)

Attached are the following documentation that was provided by each firm. After reviewing the provided information, I have attached a matrix of information that is intended to be a quick reference for the BOC during the interviews.

Firm	Search Fee \$	Background Check \$	Assessment \$	Total Fee \$	Guarantee	Time Frame	Admin Overlap	Miscellaneous \$
Hiring Solutions	\$14,400	\$500 (4)	\$1,400 (4)	\$16,300	1 year	13-15 Weeks	30 Days	No additional costs
GOV HR USA	\$17,000	\$1,500	Included	\$21,000 \$250 travel fee \$21,250**	1 year	12-13 weeks	1 -4 weeks	Advertising \$2,500 included in \$21,250
MML	1ML \$21,000 Included Included		Included	\$21,000***	1 year BC responsible for advertising	120 days	Depends on existing projects. TBD	Optional services are available for extra fee

^{**} GOV HR USA \$250.00 for 3 visits to Benzie County. Additional fee for any travel above 3 visits.

Each firm was asked to address the following 5 questions during the interview process. Some firms answered these questions directly in the information provided. The 5 questions were as follows:

- 1. Breakdown of total cost to bring BOC 4 qualified candidates.
- 2. If BC identifies a potential candidate, would there be a reduction in overall costs.
- 3. Describe process for engaging BOC, elected officials, and non-elected officials in determining traits and skills of new County Administrator.
- 4. Provide milestone schedule from execution of contract to start of new Administrator.
- 5. How do they ensure the core values of NW Michigan and Benzie County are compatible with a new candidate that is presented to the BOC. Bottom line, how do we ensure it is a good fit.

^{***}MML would reduce search cost to \$17,000 if Benzie County joined the MML, cost would be approximately \$1,000.



EXECUTIVE SEARCH • HUMAN CAPITAL CONSULTING • ASSESSMENT & DEVELOPMENT 2104 Jolly Road, Suite 200 • Okemos, Michigan 48864 • 517-347-0590 • FAX: 517-347-1243 Email: hsllc@hiringsolutionsllc.com - Web Site: www.hiringsolutionsllc.com

BENZIE COUNTY

County Administrator Search Proposal Review 10:00 a.m., Friday, February 26, 2021

AGENDA

I. Introductions/background

- About Hiring Solutions LLC
 - Pursuit of active and passive candidates
- Review of preliminary Benzie County questions

II. Proposal Review

- Position description/position profile
- Identification of candidate qualities and characteristics
- Search Process Hiring Wheel Review (attached)
- Advertising preferences
- Social media networking
- Diverse candidate networking
- Internal candidate process
- Assessments (attached)
- Selection Process screening, interviews, background and reference checks, employment process

III. Timetable

Timetable (included in proposal)

IV. Communications

- Weekly progress updates
- Search Committee Meetings
- V. Discussion/questions

RECEIVED

FEB 23 2021











PROPOSAL FOR **SEARCH SERVICES**

BENZIE COUNTY

COUNTY ADMINISTRATOR

February 16, 2021



Hiring Solutions LLC
Todd Surline, President
Dione Peña, Vice President
Devon Klomp-Mao, Client Services Specialist
Kiera Hamada, Associate HR Consultant



2104 Jolly Road, Suite 200 • Okemos, MI 48864 phone: 517.347.0590 • fax: 517.347.0590 hsllc@hiringsolutionsllc.com • www.hiringsolutionsllc.com



EXECUTIVE SEARCH • HUMAN CAPITAL CONSULTING • ASSESSMENT & DEVELOPMENT 2104 Jolly Road, Suite 200 • Okemos, Michigan 48864 • 517-347-0590 • FAX: 517-347-1243 Email: hsllc@hiringsolutionsllc.com - WEB SITE: www.hiringsolutionsllc.com

Mr. Bob Roelofs Chairman of the Board Benzie County 448 Court Place Beulah, MI 49617

February 16, 2021

Proposal - Search Services County Administrator

Dear Bob:

Thank you for the opportunity to submit this proposal to provide search services to the Benzie County. This assistance is in connection with sourcing, screening, and recommending qualified candidates for your County Administrator opening. We believe that Hiring Solutions LLC is exceptionally qualified to help you achieve success in completing this important search.

Hiring Solutions LLC is a 33-year-old human resources consulting firm that specializes in executive search, human resource consulting, and pre-employment assessments. With over 250 clients, we have the expertise to assist you attract, screen, and hire top talent. Some of our key differentiators have been outlined below:

- **Process:** We believe in an ethical, inclusive, and meticulous process that considers critical factors in the talent acquisition process. Attracting a talented pool of diverse applicants is a crucial part of the process. To do so, we must be familiar with your organization in order to convey to candidates the specifics about this excellent opportunity. We employ a rigorous and systematic search process to identify top talent.
- Assessments: A key component to our selection process is the use of pre-employment assessments. These
 assessments provide the selection committee objective information about the candidates that is not readily
 apparent on resumes or during interviews. We would administer assessments that measure mental acuity,
 personality dimensions, and leadership style.
- Experience: We have completed more than 50 searches over the past year and our client satisfaction is a testament to our success. We specialize in finding talent for hard-to-fill positions and have a track record of successful placements at the Chief Executive Officer and Managerial levels, as well as the Technical and Support Staff levels.

Thank you again; it is our pleasure to present this information.

Sincerely,

Todd Surline

Todd Surline
President
Hiring Solutions LLC
2104 Jolly Rd, Suite 200
Okemos, MI 48864



OUR CONSULTING APPROACH

Our first step in the search process would be to review your current organization and any strategic issues facing Benzie County. During this discussion we will gather information to adequately prepare us for recruiting activities to attract top talent. We will develop future performance expectations if they exist and discuss any strategic initiatives already in place for this position. We would expect to gather this information in our first search meeting in order to develop a comprehensive position description and posting for this position.

ORGANIZATION CULTURE & DIRECTION

In order to build an understanding of Benzie County and its culture, direction, and priorities, we would gather input from you to identify challenges and important issues facing the organization.

During our first meeting we will begin the intake process and the Employee Value Proposition. We will distribute a Leadership Qualities Feedback form to the Search Committee. The results of this form identifies the committees desired and undesired leadership traits of the County Administrator and allows us to recruit accordingly.

BACKGROUND INFORMATION

In order to adequately recruit for the County Administrator position, we will gather relevant information including your current benefit plan details, special compensation, if given, to the incumbent, and any leads or candidates that may be a good fit for Benzie County. It is critical that all candidates go through the same screening process including those attracted as a result of both Benzie County and Hiring Solutions, LLC advertising and networking.

SALARY EXPECTATIONS

We will review your current salary range and discuss relevant salary surveys to ensure your salary range is competitive and meets 2021 labor market conditions. We would plan to post the salary range unless otherwise instructed by you.

NETWORKING CAMPAIGN

The key element to achieving an effective networking campaign is the number and quality of contacts made in the community. We have a strong network in Michigan and beyond. As the ways in which potential applicants identify career opportunities has changed, so have our recruitment techniques and strategies. We employ a number of different outreach tactics including Social Media Networking (Twitter, LinkedIn, Facebook etc.), traditional advertising, County, State, and University sponsored job boards, multiple applicant databases, and the leveraging of our network of candidates.

The remainder of our efforts will be spent speaking with our contacts, posting the position on our website, discretely identifying and contacting individuals who are uniquely qualified for this position, and following up on leads from you. We have talent acquisition expertise in a variety of industries which enables us to bring a fresh approach to every search and identify top talent both passively and actively considering new employment. Our diligent and systematic approach to candidate identification and selection ensures we surface the best possible candidates. We will contact local, state, and national sources to locate candidates. We also network with diverse candidates and minority organizations for possible leads and to ensure we have a diverse and well-qualified pool of applicants. In the past, we have successfully located top candidates not actively seeking employment.

Our philosophy in recruiting is to cast a wide net to ensure a diverse pool of candidates. Our experience has proven qualified candidates can be located in a variety of venues, both traditional and nontraditional. The consultant's role is to screen these candidates based on their background, experience, skill set, and cultural fit.

CANDIDATE SCREENING PROCESS

It typically takes 30-45 days to cultivate and develop a strong pool of candidates. Although candidates will still apply outside of this time frame, we will generally have a good idea of the candidate pool at this time. The candidate screening occurs after candidate paper credentials have been received. The next step is to conduct telephone-screening interviews and confirm basic aspects of each candidate's interest in the position, background and qualifications, and salary requirements. We also will explore essential issues such as willingness and ability to relocate.

Candidates who are selected for further consideration will be asked to complete our copyrighted "Background and Employment History Form." This is similar to an employment application and details the applicant's dates of employment, what they liked most and least about each position, overall responsibilities, supervisory experience, salary history, current and former supervisors, reasons for leaving, strengths and weaknesses, and reference information. Should we find that certain candidates deviate from their presentation in resumes or cover letters, we will screen them

out. At this stage, we would select candidates for onsite (virtual) interviews with us where we would also have candidates complete the assessments. From there, we would recommend 3-4 candidates for you to interview and we would prepare a packet of information on each candidate including their resume, cover letter, Background and Employment History Form, assessment results, background check results, performance reviews/letters of reference (if applicable) and a report on our assessment of the candidate's strengths and weaknesses. We will also facilitate the interview process and prepare interview questions. After the final interviews are complete with the Search Committee, we will move forward to coordinate and extend the offer.

ASSESSMENT ADMINISTRATION

Pre-employment testing is the cornerstone to effective candidate screening and to the final hiring decision. This step of the process is distinct in that it is employed only with final candidates. For this position we would administer a personality and cognitive ability assessment along with a leadership assessment. They will provide insight on the candidates' personality and mental acuity traits and their behavioral leadership style. All of our assessments are in compliance with the Equal Employment Opportunity Commission (EEOC) and other State and Federal regulations and should not be used as the sole determinant in the hiring process.

HIRING SOLUTIONS LLC is recognized as a premiere firm in offering modern, effective and legally defensible tools to public and private sector organizations. We have used these tools with hundreds of organizations. We propose to assess all final candidates to ascertain mental acuity, personality traits and behavioral tendencies. This is typically only a group of 3-4 candidates, but provides objective information to compare candidates across several different competencies. As part of our process, we would provide both written and verbal interpretations of these assessments to the Search Committee.



PROFESSIONAL FEES

Professional fees for a full search are offered on a retained and fixed cost basis of 18% of the mid-point of the salary range. Candidate assessment and individual background investigations are in addition to professional fees. We charge \$250 per candidate for each Personality Assessment and \$100 for each Leadership Assessment, Background checks are \$125 per candidate, including credit, criminal conviction, motor vehicle, education verification, and social security number validation, which will be conducted on all final candidates. Candidate assessment costs will not exceed four (4) candidates without prior approval in order to control your final costs. This search in-cludes advertising on our website and placement on suggested websites.

The Full Search fee is payable as follows: (1) 50% upon approval to proceed; and (2) 50% upon completion of the search and acceptance of Benzie County's employment offer by the successful candidate. If significant changes are made to the position specifications (e.g. education, salary), additional professional fees may apply. We will invoice for both installments. Expenses and costs associated with assessment of candidates, external advertisements, and background investigations are itemized and billed with the second installment. We do not invoice for travel-related expenses.

The above retainer and professional fees are payable to Hiring Solutions LLC even in the

event that a candidate is identified and hired by Benzie County from other outside sources, or through the independent efforts of its executives.

TOTAL COSTS

Professional Fees for a full search: \$14,400

Assessments:

Up to four (4) candidates for assessments (Mental Acuity, Personality & Leadership) **\$1,400**

Background Checks:

Up to four (4) candidate background checks \$500

Reference Checks:

Up to three (3) reference checks per candidate at no charge

Advertisements:

No charge

Travel costs for Hiring Solutions LLC: No charge

TOTAL COST: \$16,300.00

GUARANTEE AND INSURANCE COVERAGE

GUARANTEE

For this search, we are offering to guarantee placement of a qualified candidate for one year effective on the starting date of the employee. If an employee is discharged or leaves of his or her own volition during this time, upon written request, within five days after the date of termination, Hiring Solutions LLC will reopen the search and replace the individual on an expense only basis, and without additional professional fees. This is one of the primary benefits of conducting a Full Search.

LIABILITY AND OTHER INSURANCE COVERAGES

Coverage for Professional Liability is written with RATHBUN INSURANCE AGENCY with a limit of \$1 Million per claim.

Coverage for Commercial Liability Policy is written through Acutty with a limit of \$1 Million per claim.

We carry Worker's Compensation and Employer's Liability Insurance.

We carry Automobile Public Liability on an "occurrence" basis.

18% of the midpoint of the salary range

Assessments:

Up to four (4) assessments at \$350.00 per candidate (including Mental Acuity, Personality & Leadership)

Background Checks:

Up to four (4) background checks at \$125.00 per candidate

Reference Checks:

Up to three (3) reference checks per candidate at \$0.00, no charge

Advertisements:

No charge

Travel costs for Hiring Solutions LLC:

No charge



TYPICAL 90 DAY SEARCH TIMETABLE EXAMPLE

Hiring Solutions LLC is committed to meeting the time frame dictated by Benzie County. Customarily, searches of this nature can be successfully completed within 60 days of commencement of the search agreement.

ON OR BEFORE	THE FOLLOWING OCCURS:					
Week 1	This is the official kick-off of the search process. Meet with Benzie County to discuss the duties, responsibilities, and qualifications for the County Administrator position along with parameters for salary. Prepare position profile and update the position description if required. Identify advertising sources.					
Week 2	Launch networking and advertising campaign with a "must apply by" date of five weeks.					
Weeks 2 – 7	Receive credentials, conduct sourcing activities and continue screening of candidate credentials.					
Weeks 7-8	Hiring Solutions LLC telephone screens candidates, and acquires Background and Employment History information from qualified candidates.					
Week 8	This is the second meeting. Review candidate credentials to identify the candidate pool for further consideration.					
Weeks 9 – 10	Hiring Solutions LLC onsite interviews selected candidates and administers assessments, and initiates final candidates background checks and references. Candidate portfolios are prepared outlining finalists' background and experience for review. We will also prepare a set of recommended interview questions to be used at the final selection meeting.					
Week 11	This meeting is to interview the group of candidates.					
Week 12	Second interviews are set up as appropriate.					
Week 13-15	Offer made to the new County Administrator.					

Suggested overlap time of 30 days if possible between the new County Administrator and the current County Administrator.



REFERENCES

You are encouraged to contact any of the following client executives to verify our commitment to excellent client service in our search work.

LIVINGSTON COUNTY

Ms. Jennifer Palmbos Director of Human Resources/Labor Relations 304 E. Grand River Avenue, Suite 205

Howell, MI 48843

Email: JPalmbos@livgov.com Phone: (517) 540-8790

WEXFORD COUNTY

Mr. Gary Taylor County Commissioner 437 E. Division Street Cadillac, MI 49601

Email: gtaylor@wexfordcounty.org

Phone: (231) 779-9453

MARSP: MICHIGAN ASSOCIATION OF RETIRED SCHOOL PERSONNEL

Mr. Royce Humm Executive Director 3645 East Jolly Rd Lansing, MI 48910

Email: Royce@marsp.org Phone: (517) 337-1757

NEWAYGO COUNTY

Mr. Christopher Wren

Administrator

187 E. Newell Street White Cloud, MI 49349

Email: chrisw@co.newaygo.mi.us

Phone: (231) 689-7200

From:

Carol Griffith

To:

Todd Surline

Cc:

Dione Peña LC Search

Subject: Date:

Tuesday, May 12, 2020 3:41:19 PM

Attachments:

image001.png

Todd and Dione, thank you again for your professionalism and assistance to guide us through a successful candidate outcome for the County Administrator search.

It's been an unpresented time: the emotional death of Ken, the onset of COVID, the economic downturn, the unexpected death of a Commissioner and an "internal" candidate for the County's key positon.....you assisted us very well during a very unsettling time for so many of us.

I know with your assistance and guidance the employment contract with Nathan Burd with continue to be a seamless transition.

Thank you again. It's wonderful to work with trusted professionals. BTW: I was able to sleep very well last night ☺

Carol

Carol S. Griffith

Vice President/Co Broker



502 W. Grand River, Brighton, MI 48116 810-227-1016 Ext. 203

Livingston County: Realtor of the Year-1983, 2005, 2013, 2018

Past President: Michigan Association of Realtors

National Association of Realtors: Hall of Fame & Presidents Circle

Livingston County Board of Commissioners: since 2009-Chairwoman



SEARCH TEAM **DESCRIPTION**

The success of this project will be directly related to the experience and qualifications of the consultants who execute the work plan. As noted in the cover letter, the work will be directed by Mr. Todd Surline, President. Ms. Dione Peña, Vice President, will assist with the project on an as needed basis. Ms. Devon Klomp-Mao will facilitate the process, and Ms. Kiera Hamada will actively source candidates. The Consultants have solid experience in executive search and have managed and participated in all areas of the employment function.

The biographical sketches of our team are presented along with this proposal.

FIRM DESCRIPTION

HIRING SOLUTIONS LLC is a privately held firm, authorized to do business in the state of Michigan, specializing in executive search, human capital consulting, and assessment and development. Founded in 1988 by Sandra Rich, Hiring Solutions LLC provides professional services to over 200 clients in both the private and public sectors. Mr. Todd Surline, President of Hiring Solutions LLC, leads and directs the Human Resources Consulting practice and has 33 years of experience in executive Search Human Resources.

NON-DISCRIMINATION POLICY

Hiring Solutions LLC complies with the Fair Labor Practices Act and all Federal, State, and local laws and legislation and does not discriminate based on race, color, religion, national origin, creed, ancestry, age, sex, height, weight, marital status, sexual orientation, veterans status, or a handicap that is unrelated to the candidate's ability to perform the duties of a particular job or position.

OFFICES

Our offices, located at 2104 Jolly Road Suite 200, Okemos, MI 48864, are conducive to interviewing high level candidates and are often used by Board and Search Committees to conduct final interviews. Our offices are open for business from 8:00 a.m. – 5:00 p.m., five days a week and off hours as required by our clients. For further information regarding Hiring Solutions LLC, we encourage a visit to our website at www.hiringsolutionsllc.com.

STAFF BIOGRAPHIES



TODD C. SURLINE PRESIDENT

Mr. Surline was previously Vice President of Capitol National Bank where he was responsible for the development, implementation and administration of various areas of the bank including business development, operations, client relations, credit administration, special projects, and human resources. He also served as Capitol Bancorp Ltd. Chief Administrative Officer where he was responsible for leading the Human Resources, Staff Development, Marketing, Communications, Accounting and Risk Management divisions of the bank holding company.

Mr. Surline has also been Vice President - Human Resources for MSU Federal Credit Union. He developed and administered a variety of programs to recruit, retain, reward, motivate, train, and develop outstanding staff members.



DIONE PEÑA VICE PRESIDENT

Ms. Dione Peña is Vice President of Hiring Solutions. Her previous role was Vice President Human Resources and Marketing at CASE Credit Union where she was responsible for the oversight, leadership and strategic direction in the areas of human resources, learning & development, marketing, financial education and community development.

With over 20 years' experience working mostly in the credit union industry, Dione has gained knowledge and expertise in recruitment, employee recognition, leadership development, organizational development and performance management. She has proven success in creating cultures of collaboration and implementing change to achieve workforce excellence.



DEVON KLOMP-MAO
CLIENT SERVICES SPECIALIST

Ms. Devon Klomp-Mao is a Client Services Specialist with Hiring Solutions LLC and possesses a Bachelor of Arts Degree in Business Administration and Art from Aquinas College in Grand Rapids, Ml. During her time at Aquinas College, Devon was highly involved with the Campus Life Office and their Programming Board. She designed advertisements and planned various student events to enrich their experience on campus.

Prior to working for Hiring Solutions LLC Devon utilized her education in business and her marketing experience by working as a Business Consultant and Office Manager at Gadd Business Consultants. She assisted businesses to move to the next level through business assessments, business and financial analysis/forensics, strategic planning, website/social media management.



KIERA HAMADA ASSOCIATE CONSULTANT

Ms. Hamada is a Human Resources Intern with Hiring Solutions LLC and is currently working towards a Bachelor of Arts Degree in Human Resource Management from Michigan State University. She is on the executive board of MSU's Human Resource Association serving as the President for the 2019-2020 academic year.

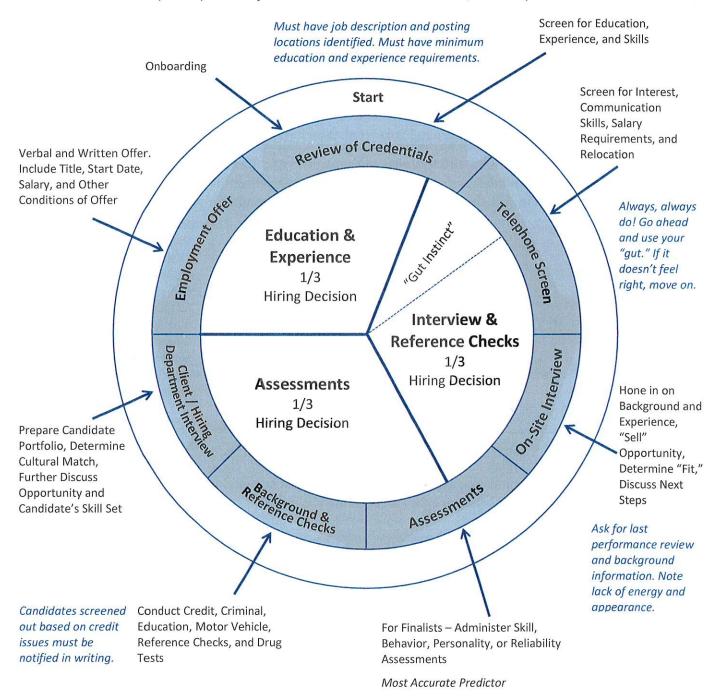
During her time at Michigan State University, Ms. Hamada has been actively involved in various student and volunteer organizations. She currently serves as the Treasurer of MSU's Stand Tall Project, an organization dedicated to providing free self-defense seminars to girls in at-risk neighborhoods in Michigan. During the summer of 2019, she worked as an ITA Undergraduate Assistant helping the STEM PHD students learn the best practices and methods for teaching undergraduate students in America.



Recruiting Top Talent for Your Organization

GOAL: Complete Hiring Process in 90 Days or Less

"Always complete the full circle – it's the total candidate, not one part alone!"



We recommend weighting the total process as indicated in the middle of the circle: 1/3 weighting for Education & Experience, 1/3 for the Interview & Reference Checks, and 1/3 for the Assessments.

© 2017 Hiring Solutions LLC. All rights reserved. Reproduction in any manner, in whole or in part, outside of your subscription fee, in English or in any other language, is prohibited.



Personality and Mental Aptitude Assessment

This assessment measures six mental aptitudes and ten personality traits. This assessment takes approximately 45 minutes to one hour for the candidate to complete. The cost for this assessment is \$250. All of our assessments include a verbal interpretation with one of our consultants and detailed results for your use.



Mental Aptitudes:

- Mental Acuity
- Business Terms
- Memory Recall
- Vocabulary
- Numerical Perception
- Mechanical Interest

Personality Traits:

- Energy
- Flexibility
- Organization
- Communication
- Emotional Maturity
- Assertiveness
- Competitiveness
- Mental Toughness
- Questioning/Probing
- Motivation

Leadership Assessment

This assessment is beneficial in assessing a leader's commitment and cooperation, their ability to build effective teams, resolve and prevent conflict, and gain influence in an organization. The cost for this assessment is \$100. This is a non-threatening, self-validating assessment and feedback instrument that identifies four distinct types of behavior that people use. The four behavior styles are described below:



Dominance: The behavioral tendency of people who seek to meet their needs by controlling their environment through direct action, often overcoming opposition in unfavorable or antagonistic situations.



Influencing: The behavioral tendency of people who seek to meet their needs by persuading others to work with them to accomplish results. They tend to function most effectively in favorable, supportive environments.



Steadiness: The behavioral tendency of people who seek to meet their needs by cooperating with others in a steady, consistent manner to carry out their respective tasks. They tend to function most effectively in favorable, supportive environments.



Compliance: The behavioral tendency of people who seek to meet their needs by working with existing circumstances to provide quality and accuracy. They tend to seek to meet their own standards for results, even in unfavorable environments.





Achiever® Assessment Report Report prepared on: Joe Applicant

Acme



For more information contact:

Hiring Solutions LLC 2104 Jolly Road Suite 200 Okemo, MI 48864 517-347-0590 hsinc@hiringsolutionsinc.com



Copyright© 1999-2014 Candidate Resources, Inc. (Sample Test - Not for Resale or Distribution.)



Name: Company: Joe Applicant Acme ScoreSheet Management Date: 1/20/2004

Page: 6

							and the same and t				
Mental Aptitudes											
		1	2	3	4	5	6	7	8	9	*
Mental Acuity	Slow to Learn				1	1	[•—		o_	9	Fast to Lear
Business Terms	Uninformed		1	1		[0-	6	0			Knowledgeabl
Memory Recall	Unaware				Ī	[•—			<u> </u>	9	Aware
Vocabulary	Limited		1			[-0-	0	-0		Strong
Numerical Perception	Imprecise					1	[•—		8		Accurate
Mechanical Interest	Indifferent		1		4	1					Interested
Personality Dime	nsions						Y				
		1	2	3	4	5	6	7	8	9	
Energy	Restless					[•	6]	Calm
Flexibility	Flexible		1		[0-		6	— o]		1	Rigid
Organization	Disorganized	0			[•						Planful
Communication	Reserved				[0-	-6	<u> </u>				Interactive
Emotional Develop.	Impatient				1	[•—	-6]	Tolerant
Assertiveness	Cooperative		1	1	1	[0-	6	- 0-	<u> </u>		Authoritative
Competitiveness	Team Player				[•			 0]		9	Individualist
Mental Toughness	Sensitive		1		[0-	0	0	—o]	8		Tough
Questioning/Probing	Trusting				[4				─ ○ :]	Skeptical
Motivation	Security		1			[0-	- 0-	0	<u> </u>	9	Recognition
Validity Scales				W. Commonweal					di i		
	N	1	2	3	4	5	6	7	8	9	
Distortion	Frank Answer	[—	-			-0	6]				Exaggerates
Equivocation	Chose Alternate	0-		0	4	0	—o]				Chose Middle

STANINE: The STANINE is a system of measurements which divides the population into nine parts.

AREAS OF CONCERN - Scores of 1 OR 2 in any of the following dimensions: Energy, Flexibility, Emotional Development OR Mental Toughness are areas of concern.

NOTE: Areas with dots and brackets [are of primary importance with the dots and brackets reflecting the most desirable range for an individual to score in to have those characteristics. Areas without dots and brackets are secondary areas that provide additional information regarding the individual. Scores within this range are shown with a number inside a blue circle. Those outside the desired range, or with no range identified, will have a number inside a black circle.





Interviewing Insights[™]
General

Robert Sample
Learning & Development
Sample Co.
5-24-2013

Your Address Here
Your Phone Number Here
Your Email Address Here





Style Insights® Graphs

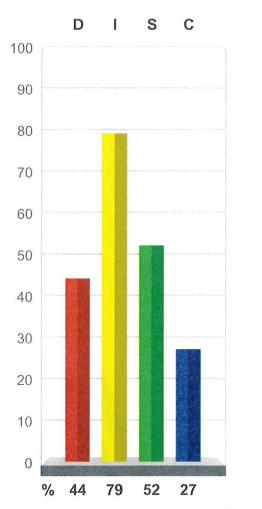


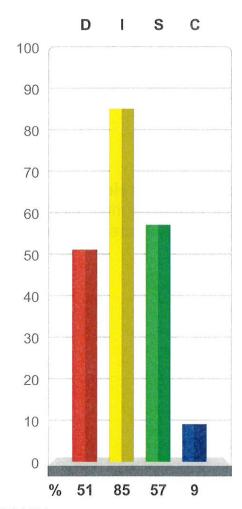
Adapted Style

Graph I

Natural Style

Graph II





Norm 2011 R4



(517) 347-6164 (office) surline@hiringsolutionsllc.com

PROFESSIONAL EXPERIENCE



Hiring Solutions LLC, www.hiringsolutionsllc.com, Okemos, MI

2014 - Present

A Human Resources Consulting Firm

PRESIDENT/OWNER

Manage the operations and relationship building efforts of the Human Resource Consulting practice in the areas of executive search, consulting specialties including compensation, onboarding, employment best practices, personnel policy consulting, employment regulation and laws, and pre-employment assessment for the firm's 250 clients. Hiring Solutions LLC has been in business for over 30 years.



Capitol National Bank, www.capitolnational.com, Lansing, MI

2013 - 2014

Lansing Michigan's Community Bank

VICE PRESIDENT

Responsibilities included the development, implementation and administration of various areas of the bank including business development, operations, client relations, credit administration, special projects and human resources.



Capitol Bancorp LTD, www.capitolbancorp.com, Lansing, MI and Phoenix, AZ

2007 - 2013

A \$6.2 Billion bank holding company

CHIEF ADMINISTRATIVE OFFICER

Responsibilities included the following divisions: Risk Management (Audit, Credit Risk, Loan Review and Compliance Departments), Human Resources, Staff Development, Communications, Marketing, and Bank Accounting for the bank holding company. Member of the Executive Management Group.



MSU Federal Credit Union, www.msufcu.org, East Lansing, MI

1989 - 2007

A \$2.8 Billion credit union

VICE PRESIDENT HUMAN RESOURCES

Responsibilities included all talent management, staff development, benefits administration, safety and security, and building services. Developed and administered a variety of programs to recruit, retain, reward, motivate, train, and develop outstanding staff members. Two management direct reports and 12 staff members.

CONTINUED→

OTHER POSITIONS HELD

Union Federal Savings, Lansing, MI *Personnel Manager*

1986 -1989

Dayton Hudson Corporation, Detroit, MI

Personnel Manager and Area Sales Manager

1982 - 1986

EDUCATION

Bachelor of Science, Michigan State University

East Lansing, MI

Major: Social Science/Pre-Law

Human Resources and Labor Relations, Michigan State University *Course work in pursuit of Master's Degree*

East Lansing, MI

PROFESSIONAL AFFILIATIONS, VOLUTEER EXPERIENCES, AWARDS

- Adjunct Professor, Michigan State University, Eli Broad School of Business 2020 current
- Board Member, Lansing Regional Chamber of Commerce, 2019 current
- Executive Committee & Board Member, American Red Cross, Mid-Michigan Chapter, 2007-2019
- Human Resources Committee Chairperson, American Red Cross, Mid-Michigan Chapter, 2006-2010
- Finance Committee Member, American Red Cross, Mid-Michigan Chapter, 2004-2007
- Management Advisory Board Member, Eli Broad School of Business, Michigan State University, 2006-Current
- President, Management Advisory Board, Eli Broad School of Business, Michigan State University, 2009-2010
- Member, East Lansing Rotary Club 1994 2017
- Community Service Committee, East Lansing Rotary 2000-2004
- Treasurer, East Lansing Rotary Club 1997 1999
- Treasurer, East Lansing Rotary Playground in the Park Project-1998
- Board Member and Secretary, Sunrise Bank of Georgia 2011 2013
- Executive Committee Member (elected), Credit Union National Association HR/Training and Development Council –
 1997 2005
- National Chairperson (elected), Credit Union National Association HR/Training and Development Council 2000-2003
- Co Chair, Lansing Area Credit Union Charity Golf Outing 1992 2007
- Guest Lecturer on Strategic Human Resource Topics Western Michigan University and Michigan State University
- Distinguished Service Award, East Lansing Rotary
- Directors Service Award, East Lansing Rotary
- Leadership Award, Credit Union National Association
- 2007 Human Resource Professional of the Year, Human Resource Management Association of Mid-Michigan
- MSU Federal Credit Union was selected one of *The Principal 10 Best Companies* in 2003 by the Principal Financial Group and one of the 25 Best Medium Sized Companies to Work for in America by the Society of Human Resource Managers (SHRM) for Human Resources and benefit programs and practices in both 2006 and 2007.



February 15, 2021

Benzie County Board of Commissioners c/o Mitch Deisch, County Administrator Benzie County Government Center 448 Court Place Beulah, MI 49617

Dear Mr. Deisch:

Thank you for your invitation to submit a proposal for your next County Administrator search. See attached. See also our answers to your specific questions below:

Please provide a detailed breakdown of your total cost to bring the Benzie County Board
of Commission 4 qualified candidates to interview for the County Administrator
position. This should include all additional costs to perform assessments, background
checks, assumed travels to Benzie County, etc. I am not sure 4 candidates is the right
target or not, just trying to identify an apples-to-apples total cost comparison between
the 3 firms.

The cost for four to fourteen qualified candidates, out of a likely pool of dozens, is the same no matter how many total candidates or how many candidates the Board chooses to interview. See each of our search options for you and the detailed costs attached.

Our reach and outreach efforts to likely county managers is very extensive. Our standard operating procedures are both geared to ensure that all potential Michigan candidates become aware of the Benzie County opportunity, as well as to contact all candidates who might want to return to Michigan or who want to move to Northwest Michigan for quality of life.

We are client-centric and expand or can easily flex our services to be in keeping with the Board's desires and expectations with a corresponding change in cost of services provided.

2. If Benzie County identifies a potential candidate that after the recruitment process is completed is ultimately hired for the County Administrator position, would there be any reductions in the overall cost?

RECEIVED at any time the Board determines candidate is preferred by the County during the search process, we will inform all other candidates and only invoice the County for the FEB 23 2021

DAWN OLNEY BENZIE COUNTY CLERK BEULAH, MI 49617



services already rendered (advertising costs and the recruiter's time spent to-date, etc.). Note: About 33% of the recruiter's time is spent in the initial stakeholder process of crafting an advertisement and Recruitment Brochure for your advance approval; the middle one-third of the time is spent contacting prospective candidates and conducting virtual interviews with 12 to 18 of the best ones; and the remaining third is dedicated to the interviewing process and all the due diligence steps from that point forward.

I understand that there may be candidates that live in Benzie County that would be interested and qualified. We would be happy to vet them to the degree desired and enable the Board to make decisions from there. If this is all the Board needs, the cost would be \$300 for each candidate backgrounds checked, plus reimbursement for whatever advertising or time had been spent prior to that point.

 Please describe your process for engaging the Board of Commission, elected officials, and non-elected officials to develop / identify specific personality traits and skill sets that will be the foundations of recruiting the new County Administrator.

Our process is driven by what is in the Commission's best interest according to the Board's desires. We begin with an interview of each Commissioner, staff, board, community, and county resident you list for us to contact. We ask about their desired experience, skills, work traits, and more for your next County Administrator. The purpose for this due diligence is to ensure an eventual good fit and to avoid any surprises along the way.

Our information collection outreach can be done through face-to-face individual meetings, small focus groups, large group meetings, targeted electronic surveys, mass social media surveys or some combination that you feel is best. We routinely do some or all of these outreach processes with each search.

Ryan Cotton, Vice President, has been assigned to serve you as well as Jaymes Vettraino, Vice President. Mr. Cotton is a native of Traverse City lives in Grand Haven now and is in Benzie County nearly every week for his ski patrol duties at Crystal Mountain. He routinely makes whatever time you need available to clients for this purpose. The number of search consultant days that Mr. Cotton will perform on client visits ranges from four to six times depending on your desires.

Mr. Vettraino has done multiple county searches including Grand Traverse County and will assist Mr. Cotton.

4. Please identify a milestone schedule from the time a firm is selected by the Board of Commission with an approved contract until the new County Administrator starts. What



is the right amount of time of overlap between the new County Administrator and the current County Administrator?

See attached schedule in terms of months. It typically takes ten to twelve weeks between posting the advertisement and making the Board making an offer. We suggest the right amount of overlap time to be no less than one week and no more time than one month.

5. Please identify how you ensure the core values and ideals of NW Michigan and Benzie County are compatible with the potential candidates that you present to the Board of commission. Bottom line, what do you do to ensure it is a good fit between the County and candidate.

Our conscientious concern for recruiting good matches and assessing their potential fit from day one of our searches usually provides a desirable outcome for the governing Board. We often hear about how we have made the final choice for the Board difficult due to the high-quality pool of candidates we recruit to be interviewed. This is a good problem to have.

Further, various additional tools can be employed to determine the candidates' potential fit above and beyond the interviews toward the end of the process. The available methods include personality profiles, work style/team match assessments, and psychological assessments. Each tool comes with a nominal fee depending on what most interests the Commission. If a good fit remains a concern at the end, we typically recommend that your best finalists engage in an apples-to-apples additional assessment and then compare the results to further illuminate your decision making.

See the end of the attached GovHR full proposal for more details.

Ryan Cotton will present more information to you on Friday, February 26th at 11 AM. Please feel free to contact me if you have any questions in the meantime.

Sincerely,

Heidi Voorhees

Quidi Vinhues

President

GovHR USA, LLC

Benzie County, Michigan County Administrator

Recruitment Proposal February 15, 2021



630 Dundee Road Suite 130 Northbrook, IL 60062 847-380-3240 info@GovHRusa.com



Table of Contents

About Us	3
Our Team	4
References	5
Scope of Services	6
Project Timeline	1
Full Scope Project Cost	1
Summary of Guarantee	1
Contract Signature Page	1
Optional Services	1
Consultant Full Biography	1



About Us

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 processes.

GovHR is a public management consulting firm serving local government clients and other public-sector entities across the country. 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. Please note the following key qualifications of our firm:

- Since our establishment in 2009, our consultants have conducted more than 700 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 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.
- We are committed to providing you with a pool of candidates that reflects the diversity of your community. We support the following organizations with our time as well as provide financial resources: National Forum for Black Public Administrators, Local Government Hispanic Network, League of Women in Government and Engaging Local Government Leaders.

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 the 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. 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. She has worked in Massachusetts, North Carolina, and Illinois.



Our Team

Recruitment Consultant & Main Point of Contact:

Ryan Cotton
Vice President
616-638-8910
RCotton@GovHRusa.com

Consulting Associate:

Jaymes Vettraino
Vice President
248-379-8923
JVettraino@GovHRusa.com

Proposal Inquiry:

Laurie Pederson

Administrative Services Director
847-380-3198

LPederson@GovHRusa.com

GovHR Owners:

Heidi J. Voorhees
President
847-380-3243
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.

Oakland County, MI

(Chief Diversity Equity & Inclusion Officer, 2020) Jaymes Vettraino & Ryan Cotton (Director of Economic Development, 2020) Jaymes Vettraino

April M. Lynch

Deputy Oakland County Executive

2100 Pontiac Lake Road

Building 41 West

Waterford, MI 48328-2735

248-858-1558

lynchap@oakgov.com

Laura Dodd, Administrator,

External Affairs and Business Information, Economic Development

248-891-6335 (office/cell)

DoddL@OakGov.com

Sean Carlson

Deputy County Executive

248-858-0480

carlsons@oakgov.com

Adrian, MI

(City Manager, 2020) - Ryan Cotton

(City Administrator, 2018) - Ryan Cotton

Nathan Burd, former City Administrator of Adrian

County Administrator

Livingston County

304 E. Grand River Ave., Suite 202

Howell, MI 48843

517-546-3669 x 4

nburd@livgov.com

Portage, MI

(Development Services Director, 2020) Ryan Cotton

Joe LaMargo, City Manager 7900 S Westnedge Avenue Portage, MI 49002

000 000 4400

269-329-4400

lamargoj@portagemi.gov

Shannon Hertz, HR Director

hertzs@portagemi.gov



Scope of Services - Full Scope Recruitment

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

One-on-one or group interviews will be conducted with stakeholders identified by the client to develop the Recruitment Brochure. We have a variety of other options for gathering input:

- > Dedicated email and surveys to obtain feedback from stakeholder groups
- Public Forums conducted by our consultants

A combination of the above items can be used to fully understand community and organizational needs and expectations for the position.

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 <u>each month</u>. Finally, we develop a database customized to your recruitment and can send an email blast to thousands of potential candidates.

Phase II will include the following:

- > GovHR consultants will personally identify and contact potential candidates in person, via email, and also via telephone.
- > 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.





Scope of Services - Continued

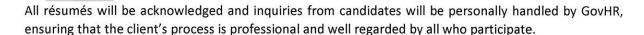
- > Placement of the Position Announcement in appropriate professional online publications:
 - Public sector publications & websites
 - Social media
 - LinkedIn (over 15,000 connections)
 - Facebook
 - Twitter
 - Instagram
- > GovHR will provide you with a list of advertising options for approval



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:
 - o Completion of a questionnaire explaining prior work experience
 - Live Video Interview (45 minutes to 1 hour) conducted by consultant with each finalist candidate
 - o References (at least 2 references per candidate will be contacted at this time)
 - Internet/Social Media search conducted on each finalist candidate



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 file which contains the candidates' materials 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.



Scope of Services - Continued

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 interview books that include:
 - 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:



*Per state and federal regulations

GovHR will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations. GovHR consultants, if requested, 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



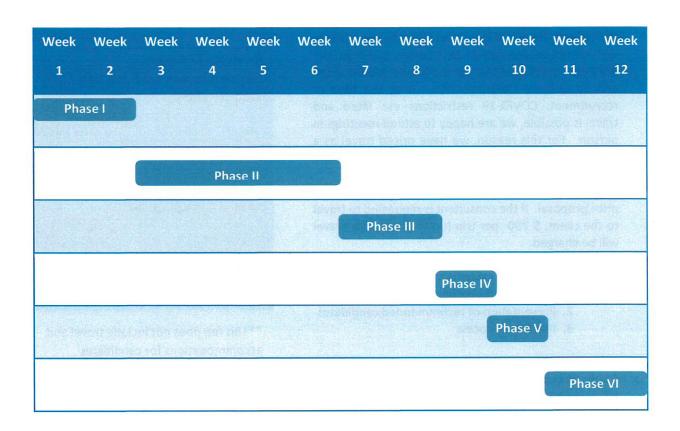
Scope of Services - Continued

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



Weeks 1 & 2 Phase 1: On Site Interviews & Brochure Development

Weeks 3 thru 6 Phase 2: Advertising, Candidate Recruitment & Outreach

Weeks 7 & 8 Phase 3: Candidate Evaluation & Background Screening

Week 9 Phase 4: Presentation of Recommended Candidates

Week 10 Phase 5: Interview Process & Additional Background Screening

Weeks 11 & 12 Phase 6: Appointment of Candidate



Full Scope Recruitment - Price Proposal

Summary of Costs:

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, \$ 250 per trip (up to 3 trips) for travel will be charged.

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.

Recruitment Fee:

\$17,000

Recruitment Expenses:

Expenses include candidate due diligence efforts

\$1,500

Advertising:

*Advertising costs over \$2,500 will be placed only with client approval. Client is billed only for actual cost.

\$2,500*

Total:

\$21,000**

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

Payments 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).
- **2**nd **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).

Recruitment expenses will be itemized in detail. Payment of invoices is due within thirty (30) days of receipt.



Guarantee

GovHR Guarantee

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 advertisements only. This request must be made within six months of the employee's departure.

Why Choose GovHR?

- We are a leader in the field of local government recruitment and selection with experience in more than 38 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.



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!

Benzie County, Michigan agrees to retain GovHR USA, LLC ("GovHR") to conduct a County Administrator Recruitment in accordance with its proposal dated February 15, 2021. The terms of the proposal are incorporated herein and shall become a part of this contract.

ACCEPTED:

Benzie County, Michigan
Ву:
Title:
Date:
Billing Contact:
Billing Contact Email:
GovHR USA, LLC
Ву:
Title:
Date:



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 four communities in two states including Montpelier, Vermont and Grand Haven, Spring Lake 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

•	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
•	Assistant to the City Manager, Lake Forest, IL	1982-1984



P: 847.380.3240

www.govhrusa.com



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
City Manager, Rochester, MI
Town Manager, Kutztown, PA
Town Manager, Pen Argyl, PA
1998-2003





Michigan Client List

STATE	CLIENT	POSITION	POPULATION	YEAR
Michigan	Adrian	City Administrator	20,676	2018
		Finance Director (Professional Outreach)	21,133	2019
	Albion	City Manager	8,337	2018
	Alpena	City Manager	10,410	2012
	Ann Arbor	Deputy Police Chief	117,700	2017
	Berrien County Road Commission	Managing Director	156,941	2012
	Caro	City Manager	4,208	2012
	Charlotte	City Manager	9,100	2020
		City Clerk	9,100	2020
	Delta Charter Township	Township Manager	32,400	2014
	Eastpointe	City Manager	32,673	2019
		Economic Development Manager	32,673	2019
	Ferndale	City Manager	20,428	2019
		Fire Chief	20,428	2020
	Ferndale Downtown Development			
	Authority	Executive Director	20,428	2019
	Grand Rapids	City Engineer (Virtual)	198,829	2019
		Utilities Director (Virtual)	200,217	2019
		Financial Systems Administrator (Virtual)	200,217	2019
	Grand Traverse County	County Administrator	90,782	2017
	Hamtramck	City Manager	21,752	2017
	Jackson	City Attorney	32,704	2019
	Kalamazoo	City Manager	75,000	2013
	Kent County	Director of Fiscal Services	636,369	2019
	Kent County	County Administrator/Comptroller	636,369	2017
	Lake County	County Executive	11,386	2015
	Lincoln Park	City Manager	36,665	2019
	Midland	Chief of Police	42,000	2011
		Fire Chief	42,000	2011
	Midland	Chief of Police	42,000	2019
	Muskegon County	County Administrator	172,200	2014
	Norton Shores	Police & Fire Study	24,501	2019
	Oakland County	Chief Diversity, Equity and Inclusion Officer	1,251,000	2020
		Director of Economic Development	1,251,000	2020
	Oakland Township	Township Manager	16,779	
	- Canada Comonip	, como in principal de la como	19,132	
	Portage	Director of Development Services	50,126	
	Rochester	City Manager	13,000	
	Rochester Hills	Director of Human Resources	73,125	
	Rodiester Tills	Economic Development Director	73,125	
		Executive Director of the Older Persons Commission	35,155	
		On-going Human Resources Services	73,125	
	Royal Oak	City Manager	73,123 59,112	



Michigan Client List

STATE	CLIENT	POSITION	POPULATION	YEAR
Michigan	Royal Oak	City Attorney	59,112	2020
	Saginaw-Midland Water	General Manager	260,000	2018
	Sault Ste. Marie	Director of Public Works (Virtual)	13,631	2019
		City Engineer (Virtual)	13,631	2019
	Sterling Heights	Fire Chief	129,699	2020
	Tri-County Regional Planning			
	Commission	Executive Director	464,034	2018
	Troy	Assistant City Manager	83,813	2019
		City Manager	83,813	2018

___ THE CITY OF ____

CHARLOTTE

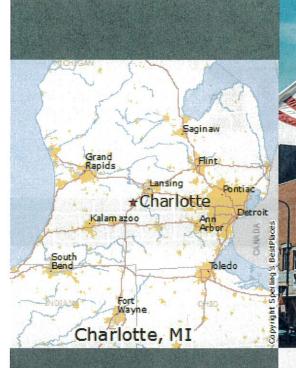
MICHIGAN

CITY MANAGER



EXECUTIVE RECRUITMENT





THE CITY OF ARLOTTE

COMMUNITY BACKGROUND

Charlotte, MI (pop. 9,088) - The City of Charlotte is the county seat of Eaton County, Michigan. The city is a traditional downtown community with a dynamic city council ready to work with its next Manager to enhance the quality life of the community. Charlotte is known for its comfortable blend of small town living with easy access to major highways, the State Capital, and Michigan State University. The city offers residents and visitors an engaging mix of historic buildings and modern facilities.

CHARLOTTE AT A GLANCE



Population: 9,088

Land Area: 6.4 square miles

Households: 3,675

Median age: 37.8



Total Taxable Value: \$217,487,885

Median Home Value: \$104,300



Owner-Occupied Housing: 61.3%



Median Household Income: \$46,863

Unemployment Rate: 6.0%



Bachelor's degree or higher: 20.2%

VISION 2025 STRATEGIC PLAN

In April 2020, the city adopted a Vision 2025 Strategic Plan. Working with a team of community stakeholders, including participation for 25 different community/ regional organizations and extensive public engagement efforts, the city constructed a strategic plan around the "Seven Elements of a Healthy Community": (1) Arts and Culture, (2) Basic Needs of Residents, (3) Strong and Connected Neighborhoods and Communities, (4) Vibrant and Diversified Economy, (5) Quality Education and Learning Opportunities for all Ages, (6) Natural Environment, and (7) Health and Wellness. Vision 2025 offers data. recommended actions, and measures for improving the community's elements of a healthy community. The project also included a dynamic success indicator spreadsheet to track and report progress.

From the Vision 2025 Strategic Plan, the next City Manager will have an opportunity to review data and opinion from a large cross section of the community and have an excellent "baseline" of where the community wants to go and strategies to move forward.

7 Elements of a **Healthy Community**



Arts & Culture



Basic Needs



Community



Economy



Education Environment



Health & Wellness

What people love about the Charlotte Area:



ORGANIZATION AND FISCAL ANALYSIS

In Fall 2020, City Council selected a municipal consulting firm to develop an organization and fiscal analysis for the city. The consultants recently kicked the project off and expect to present the final report in late 2020. The below except from the request for proposal provides a summary of the goals of the project:

Charlotte city government has reached a critical juncture in its history and is facing both significant challenges and significant opportunities. Council members, the majority of whom have been seated since the November 2019 election, are interested in capitalizing on the organization's strengths to address community needs identified in the recently completed Vision 2025 strategic plan. Current management vacancies and those that will occur over the next nine months provide a unique opportunity to restructure the administrative plan to create a management structure ideally suited to meet Council's goals and objectives. Of particular interest to Council is addressing a large unfunded accrued actuarial liability in its employee pension program. Although progress has been made over the last few years in tackling a backlog of capital improvement needs, additional funding, particularly for street reconstruction projects, is needed to move more swiftly in the direction that more of that infrastructure is in good condition. Finally, tight budgets prevent Council's making quality of life investments that would further enhance the attractiveness of the community for those seeking a mid-Michigan location for their homes or businesses.

The next City Manager will have an opportunity to review policy and organizational recommendations to help guide the community forward. It will be critical for the Manager to work facilitatively with the City Council to diligently review all of the recommendations from the report and implement the best options for the community.

COMMUNITY

Charlotte has an abundance of unique eateries and shopping in the downtown area. The historic 1845 Courthouse can be seen at the south end of town and the beautiful Courthouse Museum is located downtown. There are several parks throughout the City as well as Crandell Lake located to the East of the City. Charlotte is host to many festivals throughout the year including the Michigan Nordic Fire Festival, Eaton County Home & Business Expo, Charlotte Celebrates, Charlotte Bluegrass Festival, and Frontier Days just to name a few.

Charlotte is a proud Main Street community. Charlotte Rising, a community nonprofit, works closely with the city to follow the tenants of the National and Michigan Main Street programs. Downtown has a refreshed energy and is an outstanding place for residents and visitors to engage with the new shops, the history of the community and an exciting future. The ten block Main Street area offers a refreshed appeal of historic beauty, a compelling creative hub for unique arts and entertainment, and a welcoming destination to a myriad of residential spaces, businesses, and eateries. With an engaged community from all walks of life, downtown Charlotte magnifies an alluring and proud combination of past, present, and future—resulting in a place that truly creates a memorable experience for families, residents and guests.

The city administers a Downtown Development Authority (DDA), Building Authority, Brownfield Redevelopment Board and Local Development Finance Authority (LDFA); using these tools to support and improve the community. Together with a very active service group and business community the city is closely engaged in the development and redevelopment of the community.



CHARLOTTE, MICHIGAN CITY MANAGER



HEALTH CARE

Charlotte is home to Sparrow Eaton Hospital. The hospital stands poised as a place where Eaton County residents can confidently receive quality care from high-caliber physicians and professionals with a wide range of capabilities and extensive relationships. The hospital has deep roots in the community, founded in the late 1800s and becoming the Hayes-Green hospital in 1933. In 1945 the hospital underwent a major expansion and became the Hayes Green Beach Memorial Hospital. Throughout its history, the hospital had made major investments in the community including AL!VE.

AL!VE is an experience-based destination health park, which provides inspiration and support for the greater Charlotte and mid-

Michigan communities to transform, empower, and enhance their personal well-being. AL!VE is the result of the local hospital's mission to provide quality care for patients and enhance the vitality of the community. AL!VE developed from an upward spiral of conversations about how to truly make a difference in community vitality, through innovative and meaningful ways to remove the barriers that interfere with healthy lifestyles. These conversations crisscrossed all facets of the community. The evolution of AL!VE took place over a two year period – but not as new and separate from the hospital. Rather, it arose from the very core values of the hospital and is an integrated, meaningful part of the overall organization.

SCHOOL SYSTEM/EDUCATIONAL OPPORTUNITIES

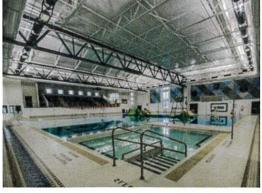
Charlotte is a community where black and orange "Oriole Pride" runs deep and where one of our best qualities is the collaboration and support between the community and school district. Continuing to develop strong community partnerships benefits the students, local businesses, and our entire community as part of the greater Lansing region. The school district shares two outstanding facilities with the greater Charlotte community, the Charlotte Aquatic Center and the Charlotte Performing Arts Center.

The Charlotte Aquatic Center was designed and constructed as a multi-use facility for people of all ages. The main pool can simultaneously accommodate physical education students from the Middle School and High School, lap swimmers, and adult water fitness classes. The adjacent exercise pool is used daily for therapy patients from Hayes Green Beach Hospital, special needs students and adults, adult exercise classes, and personal training and independent water exercise.

Charlotte Public Schools produces more than 50 shows on stage at the Charlotte Performing Arts Center (CPAC) throughout the year. Add on another 35 shows produced by community groups renting the space, sprinkle in eight Arts for Youth performances, toss in a few assemblies for the schools, some professional productions, and top it off with a two-week summer theatre camp that includes producing a 45-minute one-act theatrical performance and you get the ingredients that make up our Charlotte Performing Arts Center.

The City of Charlotte is a short 20-minute drive from Michigan State University. MSU offers the community world-class educational and cultural opportunities. The city is also in close proximity to Kellogg Community College, Spring Arbor University, and Lansing Community College.





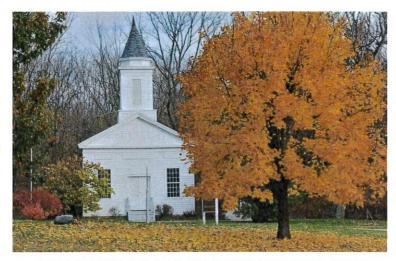
CHARLOTTE CITY GOVERNMENT

Charlotte has operated as a council-manager government since the adoption of the current charter in 1962. The seven-member City Council is made up of a Mayor elected at large for a two-year term and six Council members elected for staggered four-year terms. Two members of the Council are elected at large; the remaining four members are elected from the City's two districts. The next City Manager will have an opportunity to work closely with an innovative City Council, five of the seven who have been elected/appointed since November 2019.

An important responsibility of the City Manager is to prepare and administer the annual budget and manage the finances of the community, including developing recommendations regarding pension funding and capital improvement plans. Charlotte is a full service city, departments include police, fire, clerk, economic development, treasury, assessing and public works (streets, parks, water, sanitary sewer and recycling). In addition to the traditional public services, Charlotte operates a municipal airport and recycling center. The city has approximately 48 full-time and 12 part-time/seasonal employees. In 2019, the city's governmental activities expenditures was \$7.9 million and its water, sewer and recycling expenditures was \$3.6 million, for total expenditures of \$11.5 million.

The City Charter offers significant guidance for the powers and duties of the Manager:

The City Manager shall be the administrative agent of the Council, shall be vested with all administrative powers of the city, except as otherwise provided by this Charter, and shall perform the duties of his office under the authority of, and be accountable to, the Council. Except as otherwise provided in this Charter or required by law, all administrative officers, other than the City Attorney and members of city boards, shall be responsible to him for the performance of their duties. It shall be the duty of the City Manager to: Supervise and coordinate the work of the administrative officers and departments of the city... Prepare and submit to the Council the annual budget proposal of the city, together with supporting information in explanation thereof; Establish and maintain a central purchasing service for the city; Supervise and coordinate the personnel policies and practices of the city; Keep informed and report to the Council concerning the work of the several administrative offices and departments of the city...

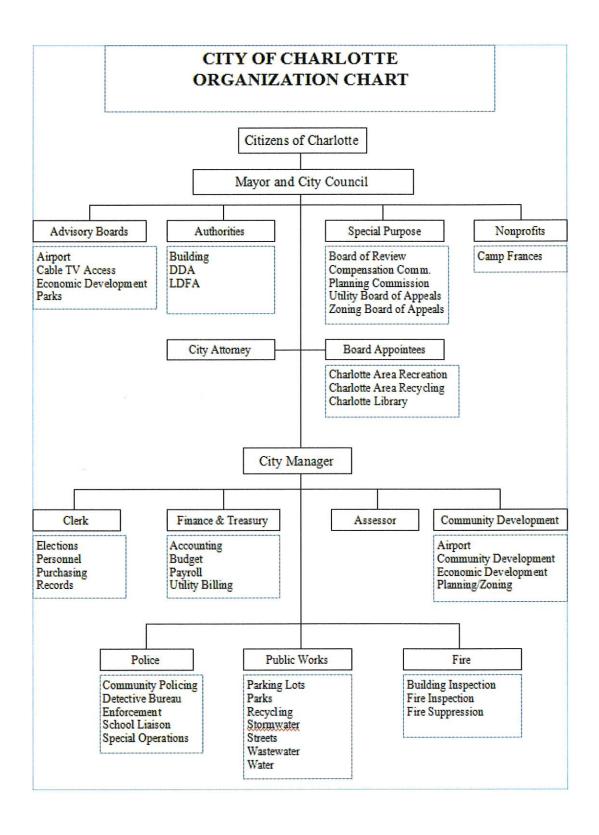


CHALLENGES/OPPORTUNITIES FOR THE CITY MANAGER

The City of Charlotte offers its next manager an exceptional opportunity to lead a downtown community during a time of dynamic change. The city is looking for a city manager ready to partner with City Council to lead the community forward toward an inspirational future.

- The successful candidate will be able to both focus on the big picture goals of Vision 2025 Strategic Plan and effectively implement the day-to-day recommendations of the Operational and Fiscal Analysis.
- Focus simultaneously on increasing the economic vitality of a traditional downtown and neighborhood revitalization.
- Continue to build on the city's early-stage branding and communication plan, embracing traditional, social media and innovative messaging to reach all citizens and the business community. The City Manager will be directly, and in-detail, involved in the communications activities of the city.
- Candidates must possess well developed strategic planning (both organizational and community) and be highly effective in evaluating opportunities and facilitating change.
- A willingness to consider innovative public service initiatives, including public safety, public works, airport management, economic development and community engagement.
- Diligently research, prepare application and administer grant project in support of the community goals.





MANAGEMENT STYLE AND PERSONAL TRAITS

- The city is most interested in individuals who have strong leadership, facilitation, prioritization skills and who will embrace a fast-paced work environment.
- Ideal candidates will have a proven track record in administration, finance, economic development, public safety, code enforcement and community-wide communication.
- The successful candidate will be trustworthy and exhibit a collaborative, welcoming approach with elected officials, residents, the business community, and employees. Possess a high level of personal and professional integrity, gaining respect and inspiring the trust and confidence of co-workers and elected officials, and other stakeholders.
- Be skilled at attracting and retaining highly capable professional staff and experienced in evaluating staffing needs and implementing changes to meet current and future fiscal and program service needs.
- Have an open communication style and a calm demeanor, while holding individuals accountable to challenging goals.
- Have a facilitative style that can coordinate resources with the private sector and the non-profit community.
- Have a genuine passion for public service; be devoted to the staff, citizens and the community.

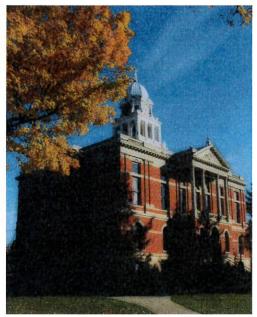






BACKGROUND AND EXPERIENCE

- Demonstrate an ability to keep the City Council informed about emerging issues with advanced notice to provide ample opportunity for them to consider the implications and alternatives for action.
- Exhibit skill in researching, preparing and defending well-considered recommendations to elected officials, and proactively setting priorities for employees to complete primary objectives.
- Possess a thorough knowledge of the principles and practices of advanced public administration, including finance, budgeting, planning, human resources, public safety and public works.
- Experience in working with a blended volunteer/professional fire department is preferred.
- Highly experienced in municipal budgeting and financial management is necessary. Demonstrated experience in considering long-term liability funding options and capital improvement plans, including execution of a well development funding of the liabilities/ plans is desirable.
- Experience in leading similar organizations and a track record of effectively working with community partners.
- The position requires five or more years of progressively more responsible municipal management experience, preferably as a City Manager and/or Assistant Manager; or other professional experience comparable to this requirement.
- A Bachelor's degree in Public Administration, Business Administration, or closely related field is required, Master's Degree in Public Administration or related discipline is preferred.
- Starting salary is \$95,000 \$115,000, dependent on qualification and experience (DOQE).





HOW TO APPLY

Apply with resume, cover letter, contact information and professional references by November 12, 2020. Any questions or inquiries regarding the position can be made to the attention of Jaymes Vettraino, Vice President, GovHR USA, 630 Dundee Road, Suite 130, Northbrook, IL 60062, Tel: (o) 847-380-3240. Charlotte is proud to be an Equal Opportunity Employer.

CLICK HERE TO APPLY

**Credit for contributing to the narrative a photographs: the City of Charlotte, census.gov, BestPlaces.net, CharlotteRising, Sparrow Eaton Hospital, Al!ve, Charlotte Public Schools, MI Charlotte Events.

CHARLOTTE

MICHIGAN









EXECUTIVE SEARCH PROPOSAL

Benzie County



RECEIVED

FEB 23 2021

DAWN OLNEY BENZIE COUNTY CLERK BEULAH, MI 49617 February 26, 2021

Prepared by the Michigan Municipal League
Mandy M. Reed, PHR
Manager, Human Resources
1675 Green Rd Ann Arbor, MI 48105

734.669.6361

mreed@mml.org

Benzie County Attn: Board Commissioners 448 Court Place Beulah, Michigan 49617



February 26, 2021

Dear Commissioners,

The Michigan Municipal League is pleased to offer the Benzie County our assistance in selecting its next County Administrator. The League is committed to strengthening Michigan communities, and works hand-in-hand with our clients to provide the tools needed to effectively manage and develop their organization and the communities it serves. This close relationship gives the League a deep understanding of a community's needs and challenges, and makes us uniquely qualified to provide a comprehensive executive search service.

The League's executive search service is designed to ensure the best possible match between a community and its top administrator, with the ultimate goal of providing them with a highly-qualified leader who will add tremendous value to the organization. To that end, we are dedicated to serving the needs of our clients before, during, and after a search process. Our service is focused exclusively on Michigan communities, but our recruitment is nationwide. We manage an unparalleled network of applicants, almost half of whom are from outside the state.

Each search process is tailored to meet the community's specific needs and goals. We work closely with our clients to gain a full understanding of the priorities as a basis for structuring the search process. We facilitate consensus-building around the attributes a community is looking for to gain a complete picture of the desired candidate's experience, qualifications, and management style. This helps to ensure the best possible employment match, resulting in a successful, long-term placement.

A typical search requires at least 120 days to complete. The timeline varies on a number of factors including the timing of ad placement, the availability of candidates, county officials, and the needs of the county.

Feel free to contact the League with any questions or to request an in-person presentation from one of our search facilitators.

Thank you, Mandy Reed

PROPOSAL FOR EXECUTIVE SEARCH County Administrator - Benzie County

SERVICE SUMMARY

Our executive search service includes the following activities, which are accomplished over the course of **up to four** personal visits with the search facilitator:

Profile Phase (Page 5)

- Engagement of elected officials and county staff in the profiling process to facilitate consensus building around necessary skills, knowledge, attributes, and team leadership expectations;
- Development of an extensive candidate and community profile featured within a professionally designed recruitment brochure:
- · Review of current compensation and benefits packages, and recommendations based on market conditions

Advertisement Phase (Page 6)

- Featured placement in League's online classifieds which receive 5,000+ hits per week;
- Advanced marketing and promotion of position utilizing nationwide recruitment boards as well as the League's social media outlets with more than 5,000 followers;
- Direct recruitment of passive candidates through an exclusive direct email to Michigan municipal managers and others as appropriate

Screening & Shortlist Phase (Page 6)

- Pre-screening activities including review of social media activity, general online screening, and other public information;
- Application analysis, personal screening of viable candidates, and reference checks;
- Develop a shortlist of candidates to present for the county's consideration

Interview & Selection Phase (Page 7)

- Guidance and recommendations on a robust interview format and process;
- Development of customized interview questions and attendance during the entire interview process

Final Phase (Page 8)

- · Extension of the conditional offer of employment and initiation of contract negotiation; and
- Completion of a full background check performed by a third-party of selected finalist.

Optional Services Available

- Solicitation of feedback from county-identified stakeholders (community, neighborhood, and business leaders) during the profiling process to gather input as well as seeking stakeholders' prerequisites for an administrative executive (page 5); and
- Assistance with, and attendance at, a public forum for an informal "meet and greet" function to solicit community feedback of semi-finalists. (page 7).

Why the League

The Michigan Municipal League has been committed to providing the best possible advocacy, resources, and services to Michigan's communities since 1899. With the League's intimate knowledge of the needs and challenges facing local government, we are in a unique position to provide a comprehensive executive search service for Michigan's communities.

The League offers executive search services as a resource to Michigan's communities to help strengthen the quality of municipal government and administration through the successful placement of public leaders. Key features of the League's search services include the following:

- The League has been providing executive search services exclusively to Michigan communities since 1998!
- All four of our recruiters are highly respected former public administrators in Michigan, each with decades of local government experience and proven records of success.
- Every search is facilitated by one of our highly specialized recruiters who work closely and collaboratively with our community clients throughout the entire search process.
- The League and its recruiters have extensive knowledge of Michigan's Freedom of Information Act (FOIA) and Open Meetings Act (OMA), and how they impact the recruitment process.
- We utilize state, national, and international recruitment and promotion sources to solicit a broad pool of
 potential candidates, including a variety of customized web announcements, our own exclusive email
 database, and our strong social media presence. Through these efforts, we've found that almost half of our
 applicants come from out of state!
- While our reach is far and wide, our small team approach allows for excellent customer service, close communication and collaboration with clients, and strong and effective communication and collaboration with other League recruiters which helps ensure a successful search.

As Michigan's most dedicated and longest-serving association for Michigan municipal government, we offer an abundance of programs and services beyond executive searches to help our member communities sustain highly livable, desirable, and unique places within the State. These include state and federal advocacy, placemaking and engagement techniques, legal and insurance services, education on a multitude of municipal topics, and so much more.

When you work with the League, you aren't just selecting a recruitment firm. You are reaffirming a partnership established over 100 years ago that is dedicated to help inspire positive change for Michigan's greatest centers of potential: its communities.

YOUR FACILITATOR

One of the League's search facilitators will be assigned to the Benzie County's executive search. All of our facilitators understand the unique skills and abilities required to succeed in this environment. They are among the most highly-regarded and well-respected public managers in the state and bring immeasurable credibility to a search process. They have well-established professional networks and are highly trusted and approachable within the public employment field.

JERRY RICHARDS

Jerry Richards is an experienced local government manager with private sector experience in marketing, engineering, and recruitment services. He has served as both a township and city manager, in Meridian Charter Township, the City of Ludington, and the City of Corunna. Jerry was professionally recognized as the Local Government Manager of the Year in 2009 by his peers. He was a Board Member of the Michigan Municipal Executives, a six-year member of the MDOT Asset Management Council, and a founding member and chair of the Michigan Local Government Benchmarking Consortium. He has been conducting public executive searches since 2013. In addition to a Bachelor Degree in Electrical Engineering, Jerry holds a Master's in Public Administration from Western Michigan University.



KATHIE S. GRINZINGER

Kathie S. Grinzinger, our lead executive recruiter, has an extensive background in human resources including organizational and employee development; job description analysis; selection processes; and evaluation. She served as the assistant city manager and then city manager for the City of Mt. Pleasant for 25 years before her recent retirement. Grinzinger has served as the President of the Michigan Municipal Executives, served on the Michigan Municipal League Board of Trustees and multiple League policy committees. She is a retired member of the International City/County Managers Association, and has served with distinction on many other boards.

Additional Project Team

Mandy Reed will serve as the primary point of contact regarding negotiation and contractual matters and will provide overall project oversight and administration. Ms. Reed serves as the League's Human Resources Manager administering all internal HR functions as well as managing the League's executive search and HR consulting services. Ms. Reed joined the League in 2006, is a graduate of the University of Michigan, and is a certified professional in Human Resources.

Heather Elliott will serve as the project coordinator for this search providing research, task coordination, and administrative support, and will be available to the county during every step in the process. Ms. Elliott is a graduate from Ferris State University with a concentration in political science.

Additional internal staff may be utilized to assist with media and press releases, clerical, financial, and other tasks related to this project.

SEARCH PROCESS

Profiles Phase

To begin the search process, the search facilitator will coordinate a work session with commission as well as meet with staff to develop a comprehensive recruitment profile. During these sessions, the facilitator will spur the development of an ideal recruitment profile that the county can agree on and be proud of. This ensures the quality of applicants recruited, as well as manages and clarifies the expectations of the new position.

- The recruitment profile has two primary components:
 - The Candidate Profile details the qualifications, experience, and professional characteristics required for the position. It is designed to reflect the goals and priorities of the community, and goes beyond what is normally found in succinct ad language. The completed profile is used throughout the selection process as an objective tool for determining the most appropriate candidates to be interviewed, and ultimately a final selection. An essential part of developing the candidate profile is for the community leaders to work with the facilitator to make sure desired qualifications match available financial resources.
 - The Community Profile provides a description of the position, the organization (i.e. organizational structure, culture, services provided, etc.), and the community itself. This component is an excellent opportunity to highlight the quality of life aspects of your county or region to prospective candidates (i.e. local and regional attractions, school systems, community strengths, and cultural or entertainment opportunities.)
- The profile is used to develop a professionally designed recruitment brochure that will be featured on the League's classifieds page, which receives an average of 5,000 hits per week.
- During the profiling meeting, the facilitator will provide salary information and recommendations in order to attract the best applicants.
- Note: It is important for commission to consider the salary recommendations carefully to create a
 competitive posting, one which will attract candidates to meet your expectations. If the community chooses
 to offer a compensation package outside of the range of the facilitator recommendations, we cannot
 quarantee a successful recruitment.
- Optional: We are happy to facilitate a third session to meet with county-identified stakeholders, such as
 community and/or business leaders, to gather additional input on the prerequisites for an administrative
 executive.

Advertisement Phase

In order to recruit and select the most qualified candidates, it is necessary to effectively market the position to widest and most appropriate audience. To accomplish this, we will develop an outreach and advertisement campaign that includes placing advertisements in various professional publications specific to the area of expertise being sought, such as:

- Utilization of our extensive network of professional contacts to identify professionals in transition and managers who may have an interest in the opportunity;
- Featured placement on the League's Classified Ads website, featuring the full recruitment brochure;
- ICMA Website;
- · League social media outlets;
- Professional associations as appropriate (i.e. MGFOA, MAP, MME, etc.); and
- Other professional organizations as appropriate to encourage a diverse pool of candidates.

Screening & Shortlist Phase

We receive resumes directly and assess each applicant against the criteria established in the recruitment profile to identify viable candidates who most closely meet the municipality's requirements. Following the closing date for receipt of resumes, the League will proceed with resume review and prescreening interviews by:

- Assessing each applicant against the criteria established in the recruitment profile.
- Conducting initial prescreening and online searches, as well as screen the top candidates either by phone or in person.
- Conducting preliminary reference reviews to verify an applicant's prior work history and learn more about the candidates' experience, past performance, and management style.

At the conclusion of the initial screening process, we will:

- Present a confidential summary of the applicants and their qualifications. This serves as the basis for a suggested "shortlist" of candidates for further consideration.
- After discussion and consideration, Benzie County officials will determine whom to invite for personal interviews.
- Note: Once invitations to interview have been extended and accepted, the names and resumes of candidates are no longer protected by confidentiality. Until that time, we closely guard the identity of confidential applicants to ensure your search process yields the strongest pool of candidates. Please note that we do not ever release the name, resume, other identifiers, or application materials of confidential applicants who are not qualified candidates. We only lift confidentiality for candidates who agree to participate in the interview process.

Interview and Selection Phase

Once a list of final candidates has been developed, we will:

- Assist in coordinating and scheduling interviews;
- Offer recommendations on an appropriate and robust interview format and process;
- Develop interview questions that focus on the priorities outlined within the candidate profile;
- Offer guidance and advice concerning appropriate interview topics; and
- Attend and participate in the entire interview process.

At the conclusion of the interview process, the facilitator will:

- Facilitate discussion and evaluation of each candidate.
- Help the community reach consensus on a final candidate from the finalists provided. In the unlikely event
 that consensus cannot be reached by the elected body, the parties agree that the League will have met its
 contractual obligation.
- Note: While our executive search facilitators have extensive experience in the field of human resources, and specifically interview and selection, they are not attorneys. It is always advisable for the municipal attorney to be apprised of the proposed interview and selection process.
- Note: Keep in mind that our search facilitators do not presume to choose the best candidate for the
 position. That important decision is completely at the discretion of the municipality. Rather, we aide in
 assessing interview responses and how they relate to the objective criteria established in the candidate
 profile and provide related guidance and expertise.
- Optional: To further citizen engagement in the process, we are available to coordinate and attend
 community forums, held as an informal "meet and greet" between candidates and residents to gather
 community feedback of the semi-finalists. A summary of collected comments can be provided to the elected
 officials as they move into the final decision phase of the process.

MICHIGAN MUNICIPAL LEAGUE

Final Phase

After the community has chosen a candidate, the search facilitator will perform the following tasks:

- Extend a conditional offer on behalf of the client and initiate contract negotiations between the two parties.
 Please note that the facilitator does not advocate for either party.
- Initiate a thorough background check, as well as conduct additional reference reviews as necessary. The
 background check is processed by a contracted third party who specializes in employment investigation and
 includes:
 - Federal, state, and county criminal check;
 - Civil record search;
 - Employment and education verification;
 - Credit and driving check; and
 - Sex offender registry.
- Once an agreement is reached with the individual selected for the position, the facilitator will perform closing tasks, such as personal notification of unsuccessful candidates.
- Note: In the unlikely event that an offer is withdrawn from the finalist, the finalist withdrawals from the
 search, or if negotiations fall through, the League will work with the county to determine what additional
 steps should be taken. There are generally a few different options available to address these situations and
 your search facilitator will work with the County to determine the best option for your community. Under
 certain circumstances, however, additional fees may apply.

Search Timeline

Timing is critical in an executive search and any delay in action can often result in losing a highly sought-after candidate. We encourage our client communities to establish a well-defined project timeline with the search facilitator at the first meeting to ensure the process moves quickly and positions the community to compete for the best talent. An approximate timeline is provided below with the first profiling meeting as the start date.

WEEK 1-3	Hold Initial Meeting(s): Create Profiles, Recruitment Strategy, Ad Language	
WEEK 3	Place Advertisements	
WEEK 3-6	Direct Recruitment, Active Solicitation of Candidates	
WEEK 3-7	Application Screening, Initial Reference Checks	
WEEK 8-9	Develop Short List, Meet and Review Candidates	
WEEK 11-12	Conduct Interviews	
WEEK 13-14	Extend Conditional Offer	
WEEK 15	Conduct Background Check	
WEEK 16	Perform Close Out Activities	

Our Clients

The League has completed hundreds of executive searches since 1998. Many of our clients return to the League for executive search assistance because of their satisfaction with our work and their trust in the League to do its best for their community. Listed below are searches the League has performed in recent years:

Client	Position	Year	Population
East Grand Rapids	City Manager	2021	10,694
Elk Rapids	Village Manager	2021	1,642
Riverview	Police Chief	2020	12,486
Clare	City Manager	2020	3,118
Flint	Finance Director	2020	102,434
Flint	Human Resources Director	2020	102,434
Ogemaw County	County Administrator	2020	21,699
Vassar	City Manager	2020	2,697
Quincy	City Manager	2020	1,652
Ishpeming	City Manager	2019	6,445
Grosse Pointe Park	City Manager	2019	11,125
Sault St Marie	City Manager	2019	13,631
Albion	City Manager	2019	8,285
Scottville	City Manager	2019	1,214
Caledonia	Village Manager	2019	1,511
Ludington	City Manager	2019	8,061
Gladwin	City Manger	2019	2,884
Battle Creek	Fire Chief	2018	52,347
Dewitt Township	Township Manager	2018	14,321
Hancock	City Manager	2018	4,634
Hart	City Manager	2018	2,126
Stanton	City Manager	2018	1,417
	City Manager	2017	2,428
Cass City		2017	5,214
Eaton Rapids	City Manager	2017	32,694
Emmet County	County Administrator	2017	Special and a figure of the property of the pr
Fraser Gladstone	City Manager	2017	14,480
	City Manager	2017	4,973 4,075
Lathrup Village	City Administrator		
Otsego	City Manager	2017	3,956
Rockford	City Manager	2017	5,719
St. Johns	City Manager	2017	7,865
Allegan	City Manager	2016	4,998
Benton Harbor	Finance Director	2016	9,889
Berkley	City Manager	2016	14,970
Bloomfield Hills	City Manager	2016	3,869
Durand	City Manager	2016	3,446
Elk Rapids	Village Manager	2016	1,642
Flint	DPW Director	2016	97,738
Frankenmuth	City Manager	2016	4,944
Grand Rapids	City Attorney	2016	196,251
Grand Traverse County	Finance Director	2016	91,914
Grand Traverse County	Human Resources Director	2016	91,914
Gratiot County	County Administrator	2016	40,932
Lowell	City Manager	2016	3,783
Mount Clemens	City Manager	2016	16,340
Scio Township	Township Manager	2016	17,423
St. Joseph	Public Safety Director	2016	9,804
St. Joseph	Finance Director/Clerk	2016	9,804
Union Township	Township Manager	2016	7,615
Washtenaw County	County Administrator	2016	364,752
Ypsilanti	City Manager	2016	21,018
Bridgeman	City Manager	2015	2,249

Pricing

As a non-member of the League, the fee for the standard executive search services outlined within this proposal, which includes both professional fees and project expenses (advertising, travel, etc.) is \$21,000. Should the County officially join the League as a full-associate member prior to beginning these services, the fee would be reduced to \$17,000. Note: the cost to join the League as a full-associate member for one year ranges from \$970 to \$985 depending on when the county joins.

Optional Services Available (check those that are applicable)

Third profiling session with county-identified stakeholders: \$1,500 (\$1,000 member)

Public "meet and greet" function of semi-finalists during interview stage: \$1,500 (\$1,000 member)

Services performed that extend beyond the scope of this proposal, including additional visits with the facilitator, will be billed at a rate of \$75 per hour plus the actual cost of related expenses.

This quoted price is guaranteed for 90 days from the date of this proposal. Invoices for the League services shall be submitted in two installments: at the halfway point and upon completion. Invoices shall be payable within 30 days.

Terms of Service

This agreement is effective upon execution. This agreement may be terminated by the client or the League should the other fail to perform its obligations hereunder. In the event of termination, the client shall pay the League for all services and expenses rendered to the date of termination.

Our Promise

The League is committed to providing the best possible outcome and employment match for the community. Therefore, we strongly encourage the management professionals placed to comply with Tenet 4 of the ICMA Code of Ethics, which sets a term of employment with a local government. In the highly unlikely event that the incumbent voluntarily vacates the position within one year of placement, the League will offer another search with direct advertising costs being the only cost to the community.

The League welcomes the opportunity to assist the Benzie County with the search for its next County Administrator Please feel free to contact me with questions about our service or this proposal.

Please provide authorized signature below to officially engage the League to provide the executive search services outlined within this proposal dated February 26, 2021.		
IN THE AMOUNT OF \$		
AUTHORIZED SIGNATURE		
TITLE	DATE	

Membership Benefits at a Glance

Legislative Advocacy

Legislative Advocacy: Expert advocacy and dedicated representation at the state and federal levels on municipal issues, with a newsletter and blog to keep members informed.

Legal Advocacy

Legal Advocacy: Legal assistance on community issues, and advocacy for the interests of municipalities in the courts.

Legal Defense Fund: Advocacy program for municipalities in the state and federal appellate courts (member rates apply).

Placemaking Research & Placemaking Assistance

Redevelopment Ready Communities® Support: Assistance navigating the RCC program through support from Michigan Economic Development Corporation.

Crowdfunding: Information about crowdfunding and investment crowdfunding and how it may apply to your community, as well as expertise on programs available in Michigan.

Michigan Green Communities Network: Collaborative effort to share resources and knowledge around clean energy and environmental sustainability.

Opportunity Zones: Resources to help you understand opportunity zones and how to best leverage those incentives to benefit low and moderate-income communities.

Development Code Reform: Project that developed resources for communities that want to make tactical, incremental changes to their code ordinances in support of better development.

Information, Resources & Consulting

E-books: Ethics Handbook for Michigan Municipalities; Restoring Michigan Communities; Handbook for Municipal Officials.

One-Pager Plus Fact Sheets: Summaries of common municipal topics available online.

Sample Documents: Contracts, ordinances, policies, resolutions, and Request for Proposals (RFPs) available on our website.

Inquiry Service: Information and custom research on your municipal questions.

Directory of Michigan Municipal Officials: Annual listing of elected and key appointed city and village officials.

The Review: Bi-monthly magazine geared specifically to the municipal audience.

Wage and Salary Database: Searchable database of 143 titles, available to respondents of the annual online survey.

Executive Search Service: Recruit the League to facilitate your executive search process.

Consulting Services: Draw on the League's expertise for your management consulting.

Education & Events

Elected Officials Academy: Certification program designed to help elected officials lead in the 21st century.

Seminars and workshops: On-site and online training opportunities.

Convention and Capital Conference: Gain tools to improve your community and receive the latest Lansing updates.



We love where you live.

Insurance & Employee Benefits (premiums apply)

League Workers' Compensation Fund: Group self-insurance fund offering affordable workers' compensation coverage.

League Liability and Property Pool: Covers community property and offers liability protection against most municipal exposures.

League Sponsored BCBSM Program: Provides access to BCBS health insurance for our member communities of under 100 employees.

Unemployment Compensation Fund: Helps members deal more effectively with unemployment claims.

Leadership & Professional Development Opportunities

League Leadership Positions: Opportunity to hold a League leadership position or serve on a board for the Elected Officials Academy, insurance programs, or the Michigan Municipal League Foundation.

Committees: Serve on a committee or taskforce.

Affiliate Organizations: Join one of several tailored organizations for leadership, networking, and training.

Voting Privileges: Voting Privileges Voting privileges at the League's annual business meeting (full members only).

Savings, Vendor & Additional Services

Telecommunications: Cut telecom costs by partnering with Abilita, a telecommunications consulting leader.

CDL Drug and Alcohol Testing Consortium: Random testing program in accordance with DOT regulations.

Classified Ads: Municipal job openings, as well as items for sale, on the League's website.

Business Alliance Program: Vendors providing services to the municipal market.

RFP Sharing Service: Access the companies in the League's Business Alliance Program to help get your RFPs to more prospective bidders.

MML Foundation

John Barr Scholarship: For local elected and appointed officials to use for leadership training.

Tim Doyle Scholarship: Helps newly elected officials attend the Elected Officials Academy Core Weekender seminar.

George and Judith Goodman Scholarship: Encourages high school and college students to pursue careers in public service.

Youth Scholarship Fund: Covers expenses for young people to attend the National League of Cities Summit.



We love where you live.

