City of Charlotte, Michigan City Manager Recruitment Proposal August 7, 2020



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Table of Contents

About Us	3
Our Team	4
References	5
Scope of Services	6
Project Timeline	10
Project Cost	11
Summary of Guarantee	12
Contract Signature Page	13
Optional Services	14
Consultant Full Biography	15



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 38 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.

About the Owners

GovHR is led by Heidi Voorhees, President, and Joellen Cademartori, Chief Executive Officer.

Ms. Voorhees has conducted more than 250 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:

Jaymes Vettraino 224-282-8316 JVettraino@GovHRusa.com

Proposal Inquiry:

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Administrative Services Director
847-380-3198

LPederson@GovHRusa.com

GovHR Owners:

Heidi J. Voorhees
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847-380-3243
HVoorhees@GovHRusa.com

Joellen J. Cademartori
Chief Executive Officer
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JCademartori@GovHRusa.com



References

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

Royal Oak, Michigan

David W. Gillam City Attorney 211 S. Williams Street Royal Oak, MI 48067 PH 248.246.3240 gillamd@romi.gov

Recruitments conducted: City Manager, 2020

Ferndale, Michigan

Dan Jacey, Director of Human Resources 300 East Nine Mile Road Ferndale, MI 48220 (248) 546-2378 djacey@ferndalemi.gov

Recruitments conducted: City Manager, 2019

South Lyon, Michigan

Mayor Dan Pelchat MI335 S. Warren Street South Lyon, MI 48178 (248) 437-1735 dpelchat@southlyonmi.org

Recruitments conducted: City Manager, 2018



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.

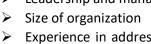
Phase II: Advertising, Candidate Recruitment & Outreach

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

Phase II will include the following:

- GovHR consultants will personally identify and contact potential candidates 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

 - Experience in addressing challenges and opportunities also outlined in
- The database will range from several hundred to thousands of names and an email blast will be sent to each potential candidate.





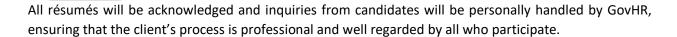
Scope of Services - Continued

- 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)
 - o 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 guestions 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:

The cost proposal is predicated on two consultant visits to the Client.

- 1. Presentation of recommended candidates
- 2. Interview Process

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

*This proposal is provided as part of the City of Charlotte's "Management Consulting Services" RFP. Based on work outlined in the base proposal, this proposal has been discounted by \$1,500.

Specifically, it is anticipated that some work performed under the "Phase 1: Position Assessment, Position Announcement & Brochure" of the Executive Recruitment project will be completed during the "Phase 2: Analysis of Current Staffing and Financial Conditions, through Stakeholder Interviews and Review of Available Data" of the base bid.

Payments for Fees & Services:

Professional fees and expenses will be invoiced as follows:

- **1**st **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).

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

Recruitment Fee:

\$16,000

Discount*:

(\$1,500)

Total fee with discount*: \$14,500

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:

\$18,500**

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



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 interview them via video, conducted reference calls, and 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!

Client Name/Organization
Client Contact Name/Position
Signature
Date
Billing Contact
Billing Contact Email



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.



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



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