



## CITY COUNCIL

September 7, 2021

### *Special Meeting*

1. Call to Order - 5:00 P.M. – City Council Chambers
2. Recitation - Pledge of Allegiance to the Flag of the United States of America
3. Roll Call
4. Approval of Minutes – Approval of the August 23, 2021 special session City Council meeting minutes
5. New Business – Discussion and possible approval to authorize hiring a recruitment firm for the Finance Director position
6. Adjournment

You may join the meeting remotely

Join Zoom Meeting: <https://us02web.zoom.us/j/84457586668>

Dial by Phone: 888-788-0099 US Toll-free

Meeting ID: 844 5758 6668

Persons with disabilities who require assistance in order to participate in the electronic public meeting should contact the City Clerk at the earliest opportunity by emailing [aterry@petoskey.us](mailto:aterry@petoskey.us) or by calling 231-347-2500 to request assistance.

According to the Attorney General, interrupting a public meeting in Michigan with hate speech or profanity could result in criminal charges under several State statutes relating to Fraudulent Access to a Computer or Network (MCL 752.797) and/or Malicious Use of Electronics Communication (MCL 750.540).

According to the US Attorney for Eastern Michigan, Federal charges may include disrupting a public meeting, computer intrusion, using a computer to commit a crime, hate crimes, fraud, or transmitting threatening communications.

Public meetings are being monitored and violations of statutes will be prosecuted.



## CITY COUNCIL

August 23, 2021

A special meeting of the City of Petoskey City Council was held in the City Hall Council Chambers, Petoskey, Michigan, on Monday, August 23, 2021. This meeting was called to order at 5:00 P.M.; then, after a recitation of the Pledge of Allegiance to the Flag of the United States of America, a roll call then determined that the following were

Present: John Murphy, Mayor  
Kate Marshall, City Councilmember  
Derek Shiels, City Councilmember  
Brian Wagner, City Councilmember  
Lindsey Walker, City Councilmember (arrived 5:15pm)

Absent: None

Also in attendance were City Manager Rob Straebel, Clerk-Treasurer Alan Terry and Executive Assistant Sarah Bek.

### **Discuss Clerk-Treasurer Position**

The City Manager reviewed that the application deadline was extended and the position was advertised for a total of 6 weeks on various platforms and a total of 15 applications were received; that an interview committee was established and interviewed four candidates last Wednesday; that the committee concurred that the four finalists did not have the experience and skill set to be a successful Clerk-Treasurer; that during the interviews it became apparent there was no municipal clerk experience; that a treasurer and clerk require different skill sets and experience which could have inhibited applicants; that he recommended separating the clerk position from the treasurer position and restarting the recruitment process for strictly a treasurer position; that clerk responsibilities would be delegated to Sarah Bek who is currently doing many clerk duties and reviewed that she has completed the first year of three of the Michigan Association of Municipal Clerk Institute to receive the Certified Municipal Clerk designation; that restructuring could be completed with little net financial impact to the budget; and that the City Charter allows City Council to combine or separate the City Clerk and Treasurer position.

City Councilmembers discussed the hiring process to-date, job description and title and asked for Al Terry's perspective on the position.

Mr. Terry reviewed that the position has included Director of Finance/Clerk-Treasurer since his appointment 28 years ago; opposed to separating the positions; that the wage is low and should be increased to attract more candidates; reviewed defined contribution retirement plans and that the current benefit is not desirable for new hires; and City Council could reconsider define contribution plans for non-union employees to align with recently approved collective bargaining agreements.

City Councilmembers concurred to continue the position as Director of Finance/Clerk-Treasurer, that the position be advertised through a recruitment firm, that the defined contribution plan be increased to Public Safety agreement amounts, to increase salary range based on the recruiter's recommendation and to involve the Director of Finance in the process.

There being no further business to come before the City Council, this August 23, 2021, meeting of the City Council adjourned at 5:35 P.M.

John Murphy, Mayor

Alan Terry, Clerk-Treasurer



**BOARD:** City Council

**MEETING DATE:** September 7, 2021 @ 5:00 P.M. **PREPARED:** September 1, 2021

**AGENDA SUBJECT:** Discussion and Possible Approval to Hire a Recruitment Firm for the Finance Director Position

**RECOMMENDATION:** That the City Council discuss with a possible motion to approve

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**Background** At a special meeting on August 23 to discuss recruitment for a Finance Director, City Council and the City Manager agreed to solicit proposals to hire a recruitment firm for the soon to be vacant position. It was agreed also that the position would be advertised as a Finance Director with Clerk responsibilities and duties included in the job description.

The City Manager has contacted six recruitment firms with their proposals included in your packet. See below for highlights of each firms' proposal. A four-member interview committee has reviewed the six proposals and has ranked the proposals as follows:

**1. GovHR USA – Northbrook, IL**

- Costs - \$22,500
- Maureen Barry, Senior Vice-President, has extensive municipal finance experience in Illinois.
- GovHR has extensive recruitment experience in Michigan and the Midwest.
- GovHR has consultants in 11 states and has worked in 41 states nationally.
- Uses social media and traditional methods of recruitment. Assesses position, develops announcement and brochure.
- Will work with staff in creating a salary range DOQ (dependent upon qualifications) for the position before recruitment commences.
- Will personally contact potential candidates in person, via email or telephone (passive recruitment).
- Develops interview questions.
- One Year Guarantee – If candidate voluntarily leaves the position, or at the request of the City, within one year, GovHR will only charge for the costs of expenses and advertisements for another recruitment.

**2. Mercer Group – Louisburg, NC**

- Costs - \$16,025
- Completed Petoskey City Manager recruitment in 2015.
- Limited experience in Michigan recruitments (recruited city managers for Troy, Holland and Petoskey in last 15 years).
- Complete a position analysis.
- Recruitment on both a regional and national level through advertising and networking.
- Completes background investigations.

- Will mediate the negotiation process relative to salary, benefits and other conditions of employment after a finalist has been identified. Does not propose to identify a salary range before recruitment efforts begin.
- Conducts a follow-up interview once the candidate is on board for at least 30 days.

### **3. Michigan Municipal League – Lansing, MI**

- Costs - \$17,000
- Complete a review of compensation package.
- Up to four personal visits with search facilitator.
- Development of an extensive community profile and recruitment brochure.
- Direct recruitment of passive candidates.
- Development of customized interview questions.
- Extensive experience with Michigan municipalities, townships and counties.
- On-line emails and social media advertisements including a national search component.
- Worked with numerous Michigan governmental entities over last five years.

### **4. Koff and Associates – Berkley, CA**

- Costs - \$15,000 + \$4,000 related expenses
- Largely works on recruitment efforts in western and southern states (little work in Michigan).
- Stakeholder engagement.
- Development of brochure.
- Interviews are all virtual.

### **5. Prothman – Seattle, WA**

- Costs - \$10,500 + \$3,300-\$3,800 in advertising costs
- Lead consultant works mostly in Washington State and Oregon.
- Develop tailored recruitment strategy.
- Identify, target and recruit viable candidates including passive candidates.
- City handles all interviews and details for semi-finalists.
- Warranty if no candidate is chosen. Option of repeating process free of charge, only costs to City would be for advertising and direct mail costs.

### **6. Hire Road – Commerce Township, MI**

- Costs - 25% of base pay of successfully placed candidate.
- Little information on the proposed recruitment strategy.

**Action** The interview committee unanimously recommends GovHR USA for recruitment services for the Finance Director position. Even though they are more expensive than most of the other proposals, the committee felt that their firm was well qualified to complete the recruitment for the following reasons:

- Maureen Barry, Senior Vice President and project lead, has over 28 years working with local governments in both the private and public sectors mostly in the Midwest. She spent 13 years as a municipal financial advisor and has worked directly for municipalities for another 15 years. She has a familiarity of finance managers and is well connected with organizations within Illinois, in the Midwest and nationally.
- GovHR is a national firm with 11 offices working with 41 different states bringing a broad range of resources to the recruitment process.



- Proposes passive and active recruitment with large database of professional finance directors. GovHR will reach out personally to those who are currently employed but might be considering a change. Uses social media as well as traditional outreach methods.
- Reference in Park Ridge, IL stated GovHR did a tremendous job in recruitment for a finance director. Very comprehensive advertisement placement and thoroughness of vetting process. Very good experience and happy with the pool of candidates that was deep and wide.
- Reference in Crest Hill, IL stated GovHR did a phenomenal job in recruitment for various positions. They implement a robust process using a broad spectrum to reach multiple qualified candidates.

Staff recommends City Council make a motion to approve the enclosed recruitment proposal dated August 25, 2021 from GovHR USA.

**The following was included in the August 23 agenda item:**

**Background** After extending the deadline date for two weeks and advertising the Clerk-Treasurer position with the Michigan Municipal League, International City Manager's Association, Michigan Association of Municipal Clerks, Michigan Municipal Treasurer's Association, Indeed, LinkedIn and the Petoskey Regional Chamber of Commerce website, the City received a total of 15 applications. An interview committee was established with four interviews occurring last Wednesday, August 18<sup>th</sup>. After hosting four extensive interviews, the committee agreed that none of the four finalists had the experience and skill set to be a successful Clerk-Treasurer for the City.

During the interviews, it became apparent that all four candidates had no municipal clerk experience. This is understandable as a treasurer position and a clerk position are two different fields requiring different skill sets and experience. The Clerk-Treasurer position may also have inhibited other treasurers/accountants/financial officers from applying for the open position because of a lack of clerk experience.

To increase the pool of qualified candidates the City Manager would like City Council to consider separating the clerk position from the treasurer position, restarting the recruitment process for strictly a treasurer position. As proposed, the clerk responsibilities would be delegated to Sarah Bek who is currently doing many of the clerk duties. Sarah has also completed the first year of the three-year Michigan Association of Municipal Clerk (MAMC) Institute. This institute is designed to enhance the job performance of clerks in small and large municipalities and is recommended for clerks seeking the Certified Municipal Clerk (CMC) designation.

Overall, the City Manager believes that the restructuring could be completed with little net financial impact to the budget.

The City Charter allows the City Council to combine or separate the City Clerk and Treasurer positions. See Section 5.8 Clerk-Treasurer from the City Charter.

**Action (previously)** Direction from City Council. If Council is agreeable, a motion could be made to direct the City Manager to commence recruitment for the City Treasurer position.

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Enclosures



**City of Petoskey, Michigan**

**Director of Finance**

Recruitment Proposal

August 25, 2021



630 Dundee Road  
Suite 130  
Northbrook, IL 60062  
847-380-3240  
[info@GovHRusa.com](mailto:info@GovHRusa.com)

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## 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.

### About the Owners

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. Ms. Cademartori has worked in forms of government ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services. She has worked in Massachusetts, North Carolina, and Illinois.

## Our Team

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### Recruitment Consultant & Main Point of Contact:

**Maureen Barry**

Senior Vice President

224-282-8306

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

### Proposal Inquiry:

**Laurie Pederson**

Administrative Services Director

847-380-3198

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

### GovHR Owners:

**Heidi J. Voorhees**

President

847-380-3243

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

**Joellen J. Cademartori**

Chief Executive Officer

847-380-3239

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

## References

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

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### **Crest Hill, Illinois**

**(City Administrator, In Progress)**

**(Finance Director, 2021)**

Renee Herbst, Human Resource Manager

1610 Plainfield Road

Crest Hill, IL 60403

815-741-5110

[rherbst@cityofcresthill.com](mailto:rherbst@cityofcresthill.com)

### **Park Ridge, IL**

**(Finance Director, 2021)**

**(Community Preservation & Development Director, In Progress)**

Leisa Niemotka, Administrative Services Manager

505 Butler Place

Park Ridge, IL 60068

847-318-5201

[lniemotka@parkridge.us](mailto:lniemotka@parkridge.us)

### **Peoria, IL**

**(Corporaton Counsel, In Progress)**

**(Chief Diversity and Inclusion Officer, In Progress)**

**(Finance Director, 2021)**

**(Chief of Police, 2021)**

Mary Ann Stalcup, Human Resources Director

419 Fulton St., Room 403

Peoria, IL 61602

309-494-8575

[mstalcup@peoriagov.org](mailto:mstalcup@peoriagov.org)

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



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

### **Phase IV: Presentation of Recommended Candidates**

Phase IV will include the following steps:

- GovHR will prepare a Recruitment Report presenting the credentials of those candidates most qualified for the position.
- GovHR will provide an electronic 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

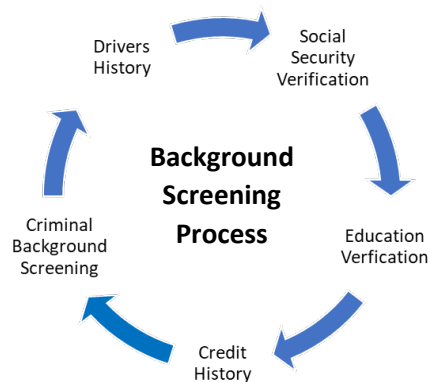
### Phase V: Interviewing Process & Background Screening

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

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### 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 – Full Scope Recruitment



Weeks 1 & 2

Phase 1: On Site Interviews & Brochure Development

Weeks 3 thru 6

Phase 2: Advertising, Candidate Recruitment & Outreach

Weeks 7 thru 9

Phase 3: Candidate Evaluation & Background Screening

Week 10

Phase 4: Presentation of Recommended Candidates

Week 11 & 12

Phase 5: Interview Process & Additional Background Screening

Weeks 13 & 14

Phase 6: Appointment of Candidate

\*In certain recruitments, the above schedule can be condensed to 12-weeks. Please inquire for details.

## 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 and can be quoted if requested to travel.**

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:

**\$18,500**

#### 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:

**\$22,500\*\***

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

### Payments for Fees & Services:

Professional fees and expenses will be invoiced as follows:

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

**2<sup>nd</sup> 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 – Full Scope Recruitment

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### 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 41 states, in communities ranging in population from 1,000 to 1,000,000. More than 28% of our clients are repeat clients showing a high level of satisfaction with our work. We encourage you to call any of our previous clients.
- We are committed to bringing a diverse pool of candidates to your recruitment process. We network extensively with state, city and county management associations, attending more than 20 state and national conferences each year. In addition, we support and attend the meetings of League of Women in Government, the Local Government Hispanic Network, National Forum for Black Public Administrators and Engaging Local Government Leaders.
- We conduct comprehensive due diligence on candidates. Before we recommend a candidate to you, we will have interviewed them via video, conducted reference calls, and news media and social media searches. Our knowledge of local government ensures that we can ask probing questions that will verify their expertise.
- We are your partners in this important process. You are welcome to review all the resumes we receive and we will share our honest assessment of the candidates.
- Our goal is your complete satisfaction. We are committed to working with you until you find the candidate that is the best fit for your position.

## Signature Page

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

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

City of Petoskey, Michigan agrees to retain GovHR USA, LLC ("GovHR") to conduct a Director of Finance Recruitment in accordance with its proposal dated August 25, 2021. The terms of the proposal are incorporated herein and shall become a part of this contract.

### ACCEPTED:

#### City of Petoskey, Michigan

By: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Billing Contact: \_\_\_\_\_

Billing Contact Email: \_\_\_\_\_

#### GovHR USA, LLC

By: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

## Optional Services

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### GovTemps USA

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

### Recorded One-Way Video Interview of Candidates

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

### Leadership/Personality Testing

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

### 360° Evaluation

As a service to the Client, we offer the option to provide you with a proposal for a 360° performance evaluation for the appointed position at six months into his or her employment. This evaluation will include seeking feedback from both elected officials and department directors, along with any other stakeholder the Client feels would be relevant and beneficial. This input will be obtained on a confidential basis with comments known only to the consultant. If you are interested in this option, GovHR will prepare a proposal for this service.



# MAUREEN BARRY



Maureen Barry is a Senior Vice President with GovHR USA, specializing in helping public organizations to meet their management resources consulting needs. Widely recognized within her profession for her leadership, capabilities and commitment, she has over 28 years of combined experience working for local governments in the public and private sectors.

Prior to joining GovHR, Maureen spent nearly 13 years as a Municipal/Financial Advisor providing consulting services related to public finance and economic development solutions. She also worked directly for municipalities for 15 years, where among other responsibilities, she performed and managed multiple human resources related functions, including recruitment and selection and various analyses.

Maureen has local government operations expertise and familiarity with public managers and organizations throughout Illinois and the U.S. She has worked with diverse groups of clients and public participants and has a talent for quickly discerning the culture and values of each individual community. She emphasizes the importance of comprehensive planning and consensus-building from the earliest phases of the project and is adept in adjusting the plan as needed along the way. A strong client service ethic is fundamental in Maureen's approach to her engagements. GovHR clients can expect from her an approachable style, clear and steady communication, responsiveness, and effective, reliable, high-quality work products and processes.

## PROFESSIONAL EDUCATION

- Master of Public Affairs, Indiana University, Bloomington, IN
- Bachelor of Arts in Political Science, University of Dayton, Dayton, OH
- Qualified Municipal Advisor Representative (Series 50) with the Municipal Securities Rulemaking Board (inactive)
- Certified Independent Professional Municipal Advisor by the National Association of Municipal Advisors (inactive)

## PROFESSIONAL DEVELOPMENT AND SPEAKING ENGAGEMENTS

- Speaker on various public finance and economic development topics at seminars and conferences sponsored by the following organizations from 2008-2018: Illinois City/County Management Association, Illinois Government Finance Officers Association, Illinois Municipal Treasurers Association, Illinois Tax Increment Association, and The Legacy Project, among others.

## MEMBERSHIPS AND AFFILIATIONS

- Illinois City/County Management Association (ILCMA)
- International City/County Management Association (ICMA) – Conference Scholarship 1995
- Illinois/Government Finance Officers Association (IGFOA and GFOA)

- Women in Public Finance (WPF) – Chicago Chapter Board member
- Lambda Alpha International (LAI), Ely Chapter, Chicago (Land Use Economics and Development)
- National Association of Municipal Advisors (NAMA)
- Illinois Tax Increment Association (ITIA)
- Council of Development Finance Agencies (CDFA)
- Illinois Municipal Treasurers Association (IMTA)
- The Legacy Project (Advancing Women in Local Government)
- Rotary Club of Wilmette Harbor – Past President, Past Foundation Board & Committee Chair, Board Member
- Rotary District 6440 – Past District Treasurer, Finance Committee/Chair, Grants Committee

## PROFESSIONAL BACKGROUND

***15 Years of Local Government Leadership and Management; 13 years of Municipal/Financial Advisory Consulting***

- Director/Municipal Advisor, Stern Brothers & Co., Chicago, IL 2019-2020
- Senior Municipal Advisor/Vice President, Ehlers & Associates, Inc., Chicago, IL 2008-2019
- Assistant Village Manager, Village of Wilmette, IL 2004-2008
- Assistant to the City Manager, City of Evanston, IL 2000-2004
- Management Assistant/Intern, City of Glendale, AZ 1995-2000
- Intern, Montgomery County Parks & Grounds, Dayton, OH 1992





### Finance Client List

STATE	CLIENT	POSITION	POPULATION	YEAR
Alabama	Decatur	Asset Management Specialist (Professional Outreach)	54,844	2019
Alaska	Unalaska	Finance Director	4,768	2016
		Finance Director (Virtual)	4,768	2019
California	California (Confidential)	Sr. Vice President of Revenue Enhancement	Multi	2019
Colorado	Englewood	Finance Director	34,957	2020
	Mountain Village	Finance Director	1,840	2021
	Wellington	Finance Director	11,500	2020
Florida	Pinellas County	Director of Office of Management and Budget	970,600	2021
Illinois	Barrington	Director of Financial Services	10,455	2020
	Bensenville	Finance Director (Professional Outreach)	20,703	2019
	Bloomington	Budget Manager (Professional Outreach)	78,005	2017
		Chief Accountant (Professional Outreach)	78,005	2017
	Bradley	Finance Director/Treasurer (Virtual)	15,895	2018
	Buffalo Grove	Deputy Director of Finance & General Services (Virtual)	42,909	2020
				2021
		Finance Director	42,909	2019
	Collinsville	Chief Financial Officer	25,838	2020
		Finance Director	25,838	2018
	DeKalb Sanitary District	Assistant to the Manager/Finance	42,579	2012
	Elgin	Chief Financial Officer	108,000	2014
	Glen Ellyn	Finance Director	27,000	2014
	Glencoe	Finance Director	8,900	2018
	Hanover Park	Finance Director	38,510	2015
	Hawthorn Woods	Chief Financial Officer	7,663	2020
	Highland Park	Finance Director	31,365	2012
				2014
	Hinsdale	Finance Director (Professional Outreach)	16,816	2020
	Intergovernmental Risk Management Agency	Finance Director	Multi	2020

### Finance Client List

STATE	CLIENT	POSITION	POPULATION	YEAR
Illinois	La Grange Park	Director of Finance	13,579	2013
	Lake Bluff	Finance Director	5,700	2017
	Lake County	Controller	703,462	2021
		Deputy Finance Director	703,462	2016
	Lake Forest	Finance Director	19,375	2012
	Lincolnwood	Finance Director (Virtual)	12,590	2021
	Lisle	Finance Director	23,440	2019
		Assistant Finance		
	McHenry County	Director	309,000	2019
		Assistant Finance		
		Director (Professional Outreach)	309,000	2018
		Director of Finance	309,000	2019
		Director of Finance & Administration (Virtual)	309,000	2019
	Metra	Chief Financial Officer	2,700,000	2021
	Park Forest	Finance Director	21,975	2017
	Park Ridge	Finance Director	37,719	2021
	Peoria	Finance Director	115,234	2021
	Peoria County	Chief Financial Officer	370,000	2010
		Finance Director		
	Richton Park	(Professional Outreach)	13,409	2021
		Assistant Finance		
	River Forest	Director	11,200	2015
		Director of Finance	11,172	2018
	Rockford	Finance Director	152,871	2011
	Wauconda	Finance Director	13,758	2014
		Assistant Finance		
	Winnetka	Director (Virtual)	12,422	2018
		Finance Director	12,422	2015
	Wood Dale Park District	Director of Finance & Administration (Virtual)	13,945	2017
Indiana	Lake County	Finance Director	496,314	2019
		Budget Manager		
Iowa	Marion	(Professional Outreach)	30,000	2018
Maine	Biddeford	Finance Director (Virtual)	21,277	2021
		Finance Director		
Michigan	Adrian	(Professional Outreach)	20,676	2019
		Financial Systems		
	Grand Rapids	Administrator (Virtual)	200,217	2019
		Director of Fiscal		
	Kent County	Services	636,369	2019
Minnesota	Waite Park	Finance Director	7,700	2021
Nebraska	LaVista	Finance Director	18,336	2014

### Finance Client List

STATE	CLIENT	POSITION	POPULATION	YEAR
Ohio	Cleveland Heights	Finance Director	46,238	2019
Texas	Garland	Managing Director of Finance	233,206	2011
Virginia	Chesapeake	Controller of Debt & Strategy Planning (Virtual)	245,000	2020
Wisconsin	Beloit (City)	Finance & Administrative Services Director	36,966	2014
	Calumet County	Finance Director	50,100	2021
	Cottage Grove	Finance Director	7,663	2021
	Janesville	Clerk-Treasurer	63,588	2021
	Jefferson County	Finance Director (Virtual)	84,395	2017
	Middleton	Finance Director	17,422	2015
	Milton	Finance Director/Treasurer	5,546	2014
	Oak Creek	Assistant City Administrator/Comptroller	35,243	2020
		Assistant Comptroller (Professional Outreach)	35,243	2019
	Oshkosh	Assistant Finance Director	66,700	2018
		Finance Director	66,700	2013
	Rib Mountain	Clerk/Treasurer	6,825	2014
				2017
	Sheboygan	Finance Director	48,327	2021
	Waukesha	Finance Director	72,489	2020
	Wauwatosa	Director of Finance	47,000	2010

### Michigan Client List

STATE	CLIENT	POSITION	POPULATION	YEAR
Michigan	Adrian	City Administrator	20,676	2018
		Finance Director (Professional Outreach)	20,676	2019
	Albion	City Manager	8,337	2018
	Alpena	City Manager	10,410	2012
	Ann Arbor	Deputy Police Chief	117,700	2017
	Ann Arbor Downtown Development Authority	Executive Director	121,477	2021
	Berrien County Road Commission	Managing Director	156,941	2012
	Caro	City Manager	4,208	2012
	Charlotte	City Clerk	9,100	2020
		City Manager	9,100	2020
	Delta Charter Township	Township Manager	32,400	2014
	Eastpointe	City Manager	32,673	2019
		Economic Development Manager (Professional Outreach)	32,673	2019
		City Manager	20,428	2019
		Director of Public Works	20,428	2021
	Ferndale	Fire Chief	20,428	2020
		Executive Director	20,428	2019
		City Engineer (Virtual)	198,829	2019
	Grand Rapids	Financial Systems Administrator (Virtual)	200,217	2019
		Utilities Director (Virtual)	200,217	2019
		County Administrator	90,782	2017
	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
	Oakland County	Chief Diversity, Equity and Inclusion Officer	1,251,000	2020
		Corporation Counsel	1,251,000	2021
		Director of Economic Development	1,251,000	2020
		Director of Facilities	1,251,000	2021
		Director of Parks & Recreation	1,251,000	2021
		Director of Public Service	1,251,000	2021
		Environmental Sustainability Officer	1,251,000	2021
		Health Officer	1,251,000	2021
		Township Manager	16,779	2013
			19,132	2018
	Portage	Director of Development Services	50,126	2020
	Rochester	City Manager	13,000	2015
	Rochester Hills	Director of Human Resources	73,125	2020

### Michigan Client List

STATE	CLIENT	POSITION	POPULATION	YEAR
		Director of Information Systems (Professional Outreach)	73,125	2021
		Economic Development Director	73,125	2016
		Executive Director of the Older Persons Commission	35,155	2014
	Royal Oak	City Attorney	59,112	2020
		City Manager	59,112	2019
	Royal Oak Township	Township Manager	2,600	2021
	Saginaw-Midland Water	General Manager	260,000	2018
	Sault Ste. Marie	City Engineer (Virtual)	13,631	2019
		Director of Public Works (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

# City of Park Ridge, Illinois **FINANCE DIRECTOR**



GovHR USA  
GovTEMPS USA

## **EXECUTIVE RECRUITMENT**



# City of Park Ridge

## FINANCE DIRECTOR

GovHR USA, LLC is pleased to announce the recruitment and selection process for **Finance Director for the City of Park Ridge, Illinois**. This brochure provides background information on the City of Park Ridge as well as the requirements and expected qualifications for the Finance Director's position. Additional information about Park Ridge can be found on the City's website: <https://www.parkridge.us/>.

Candidates interested in applying for the position should electronically submit their résumé and cover letter, along with contact information for five (5) work-related references by May 31, 2021, at [www.GovHRUSA.com](http://www.GovHRUSA.com). Questions regarding this opportunity should be directed to the Executive Recruiter working with the City of Park Ridge:

GovHR USA

Maureen Barry, Senior Vice President

Phone: 847-380-3240

## THE CITY

Park Ridge, Illinois is a picturesque suburb of 37,480 residents located 14 miles northwest of downtown Chicago, convenient to O'Hare Airport, major expressways, CTA and Metra trains. Incorporated as the village of Park Ridge in 1873 (and reorganized as the City of Park Ridge in 1910), Park Ridge is a prime residential community that retains its distinctive, small-town charm.

The City's vibrant Uptown shopping area includes the Metra station, Public Library and several charming parks where live musical concerts and special events are held in the summer. Throughout the City, tree-lined streets, pleasing architecture, excellent schools and ample parks help make Park Ridge one of the most desirable family communities in the Chicago area.

Unique shops, famous name stores and popular restaurants fill the Uptown area, where award-winning new buildings in The Shops of Uptown blend serenely with historic ones. The Uptown Park Ridge skyline is graced with cupolas, church spires and the 100-foot tower of the Art Deco Pickwick Theatre, which is on the National Register of Historic Places. In addition to the charming Uptown shopping area, Park Ridge offers other shopping and dining convenient to every neighborhood, including South Park, Village Green, the Dee Park area bordering Oakton Ave. and the Higgins Corridor bordering Chicago.

Since its founding days, Park Ridge has made much progress, yet retains its small hometown atmosphere and remains a wonderful place to live and work. The City is committed to providing excellence in City services in order to uphold a high quality of life. Many residents have lived here all their lives and others return because of the sense of community.

Business is thriving in Park Ridge, with many new and family-run stores and restaurants available in the Uptown area and in South Park plus the Higgins Corridor. Park Ridge is home to a number of trade and professional associations and two major hospitals (Advocate Lutheran General and Resurrection Health Care) plus numerous medical service offices.



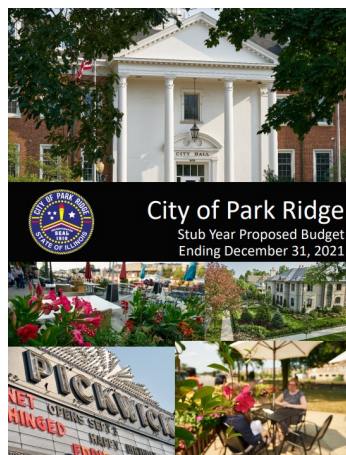




## POSITION IN BRIEF

The Director reports to the City Manager and is responsible for overall administration, planning, and leadership of the City's financial operations and reporting. Financial operations managed by this position include, but are not limited to, investments, financial forecasting, budget development and monitoring, central financial processes, financial reporting, including the annual financial statement audit, administration of the City's financial system, and City-wide procurement practices and procedures. The position also serves as the Police and Fire Pension Board Treasurer, acts as an active member on the City's union negotiation team, and acts as staff liaison to the City Council's Finance and Budget Committee.

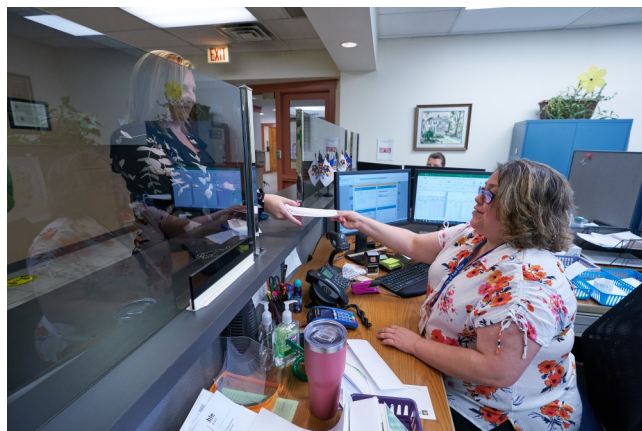
The Finance Director is an integral part of the executive leadership team, appointed by and reporting directly to the City Manager. The Director supervises a staff of 13 people in the [Finance Department](#) within the Accounting and Financial Operations, Purchasing, and Utility Billing divisions. The position is backed by an Assistant Finance Director and a Senior Administrative Assistant to complete special projects. (See documents on the City's website for more information on the current [budget](#) and [financial reports](#).)



[The City is currently under a "Stub Year" budget](#) while transitioning to a Calendar Year budget. In addition to overseeing the efficient transition to a Calendar Year budget basis, other challenges and opportunities for the position will include the purchase process and possible implementation of a new payroll system.

The successful candidate will continue to improve the City's ability to provide accurate financial forecasting of expected revenue

sources and expenditures, especially needed in the wake of the COVID-19 pandemic, as well as to creatively identify and implement technology upgrades to improve efficiency and customer service.





## PRIMARY POSITION RESPONSIBILITIES

In its last Strategic Plan, the City of Park Ridge identified the following statement as a long-term goal: ***Continue to emphasize the City's commitment to financial stability and fiscal management to address goals, priorities and needs.*** The next Finance Director will be responsible for leading the staff in the completion of this goal. Other responsibilities for the position include:

- Directs the work of and manages the staff of the Finance Department.
- Develops work plans and strategies to meet business needs, both short term and long term, develops and directs the implementation of goals, objectives, policies, operating procedures and work standards to ensure success.
- Advises and prepares budget documents and related budget recommendations through collaboration with the City Manager, department directors and related staff; reviews, analyzes, and clarifies budget document submission and related budget entries in the City's financial system.
- Collaborates on economic development initiatives and effects by analyzing and communicating the fiscal impact.
- Acts as Pension Board Treasurer.
- Acts as an active member on the City's union negotiation team, providing financial insight and support for collective bargaining.
- Oversees procurement of purchases and insurance, including but not limited to, review of orders and requests and administration of the City's procurement policy.
- Determines the annual tax levy and administers the annual levy process.
- Establishes, maintains, and directs all City-wide accounting functions and reporting systems pursuant to Government Accounting Standards Board (GASB) rules and Generally Accepted Accounting Principles (GAAP) to provide for timely and accurate financial recording and reporting both internally and with outside agencies.
- Administers the insurance/risk management financial program for the City in conjunction with the appropriate City departments.
- Ensures the requisite standards for maintaining the City's credit rating.
- Develops and maintains both annual and long-term debt management plan that is in accordance with regulations and that provides a consistent source of funds for capital improvements; prepares required documents and analysis for bond and other long-term debt issuance.
- Updates and maintains the multiyear financial model, which includes forecasts of revenues, expenditures and other relevant items to project property tax rates.
- Prepares year-end close of financial records, researches proper accounting methods and prepares general ledger entries for accounting issues.
- Serves as staff liaison to the Finance and Budget Committee and other committees and task forces as assigned or appropriate.

## CHALLENGES AND OPPORTUNITIES

In addition to the more routine responsibilities listed in the *Primary Position Responsibilities* section, the new Director will lead a talented team in the Finance Department in addressing the following challenges and opportunities:

- **Budget Basis Transition** - As the City shifts from a "Stub Year" budget to a Calendar Year budget, assist the City in ensuring a smooth transition, providing accurate accounting information for department staff and timely payment of expenses to City vendors.
- **COVID-19 Impacts** - Assist the City in identifying the impacts from the COVID-19 pandemic to the City's current and future finances and help to implement mitigating strategies.
- **Payroll System** - Oversee the City's request for proposals, potential purchase, and implementation of a new payroll system.
- **Financial Forecasting** - Continue to improve the City's ability to provide accurate financial forecasting of expected revenue sources and expenditures, as well as creatively identify and implement technology upgrades to improve efficiency and customer service.
- **Labor Negotiations** - Actively participate as a member of the City's management team in negotiations with collective bargaining units as current agreements near the end of their terms.
- **Recruitment and Retention of Department Staff** - Recruit and assist in the training of a new staff member to fill the Payroll Specialist position. Provide training and development opportunities for Finance Department staff so they may be fulfilled in their positions and retained within the City.
- **Community Development** - Continue to pursue building renovation and life safety projects and expand economic development efforts which translate into additional revenue streams.
- **Pension Funding** – Continue to address pension funding issues, which have been a challenge in many Illinois communities.



## Mission Statement

*The City of Park Ridge is committed to providing excellence in City services in order to uphold a high quality of life, so our community remains a wonderful place to live and work.*

## CITY GOVERNMENT IN PARK RIDGE

The [City of Park Ridge](#) is a full-service Home Rule community with a [Fiscal Year 2021 total budget](#) of nearly \$78 million (including a \$36 million General Fund). (The City is currently under a “[Stub Year](#)” budget while transitioning to a Calendar Year budget.) City officials are elected for four-year terms. The mayor and city clerk are elected by the community at large. The City Council is composed of the mayor, city clerk and seven aldermen, one from each of the city’s seven wards.

The City operates under a Council-Manager form of government, with the City Manager overseeing a staff of 200 FTEs in the departments of Administrative Services, Community Preservation and Development, Finance, Fire, Police, and Public Works. Five labor unions represent groups of employees in the Fire (IAFF), Police (FOP and Teamsters), and Public Works Departments (IUOE), along with select other employees throughout the organization (ICOPS) under collective bargaining agreements.

Park Ridge has a long-established reputation as a stable residential community known for its well-maintained homes. Over 87% of the assessed valuation of the City is residential, and 82% is owner occupied. The median home value of Park Ridge is \$426,700 compared to \$237,200 for Cook County, and \$187,200 for the State of Illinois.

Household income in Park Ridge is substantially higher than surrounding areas and exceeds national averages. Based on U.S. Census Bureau 5-Year estimates, median household income is \$102,416. Park Ridge has a Median Household Income at 149% above the U.S. Median Household Income, and a population that is 4.5% below poverty. 95.6% of the adult population has a high school diploma or higher and 58.5% have a bachelor’s degree or higher. The 2019 Per Capita Income for Park Ridge is \$53,773, compared to \$35,575 for Cook County, and \$37,728 for the State of Illinois.

The average annual unemployment rate for Park Ridge in 2019, as reported by the Illinois Department of Employment Security, was 2.9% compared to 3.8% in Cook County and 3.7% in the State of Illinois. The City’s top industry by employment is health care. Park Ridge’s largest employer is Advocate Lutheran General Hospital with over 3,600 employees.

Residential land use makes up 48% of the total area of Park Ridge. The remaining land use includes: commercial – 5%; public, institutional, park and open space – 24%; and transportation and utilities – 23%.

Moody’s Investors Service rated the City’s general obligation debt at ‘Aa2’ in its most recent annual issuer comments in March 2021. Moody’s noted in its credit overview, “the credit position for Park Ridge is very strong”, with key credit factors including “a robust financial position, a very strong wealth and income profile, a considerable tax base, an exceptionally light debt burden, but a highly elevated pension liability.”

The City received the Government Finance Officers Association’s (GFOA) Certificate of Achievement for Excellence in Financial Reporting its comprehensive annual financial report for the fiscal year ended April 30, 2019.



**2021 Budget:**  
**\$78 million**  
**General Fund:**  
**\$36 million**

**200 FTEs**  
**5 Labor Unions**



**Assessed Valuation:**  
**87% Residential**  
**82% Owner-Occupied**

**Median home value:**  
**\$426,700**



**Median Household**  
**Income: \$102,416**



**95.6% High School Diploma or higher**  
**58.5% Bachelor’s degree or higher**

## EDUCATION AND EXPERIENCE

- The City is seeking a Director with strong strategic thinking and technical skills to lead the Finance Department. The successful candidate will have:
- Bachelor's Degree in Public or Business Administration, Finance, Accounting or related field and five (5) to seven (7) years municipal accounting or finance experience.
- Minimum of five (5) years of progressive supervisory experience.
- Certified Public Accountant or Certified Public Financial Officer certification desired.
- Master's Degree preferred.
- Knowledge of rules and regulations governing municipal financial management in Illinois, including generally accepted accounting principles (GAAP).
- Municipal budget experience preferred.
- Excellent communication skills, with the ability to effectively convey complex information to audiences with diverse levels of financial expertise.

## COMPENSATION AND BENEFITS

The anticipated starting salary range is \$135,000 - \$146,000 +/- DOQ. A comprehensive benefits package includes participation in the Illinois Municipal Retirement Fund (IMRF), health insurance including medical, dental and vision coverage, and life insurance. The City also offers paid vacation, holidays and sick leave. The City does not have a residency requirement.

## HOW TO APPLY

Candidates should apply at [www.GovHRUSA.com](http://www.GovHRUSA.com) by May 31, 2021, with a resume, cover letter and contact information for five (5) professional references. Questions about the position should be directed to Maureen Barry, Senior Vice President, 847-380-3240. The City of Park Ridge is an Equal Opportunity Employer.







# The Mercer Group, Inc.

Consultants to Management

3443 Highway 39 North  
Louisburg, North Carolina 27549  
919-496-2080  
E-mail: [mercercnc@aol.com](mailto:mercercnc@aol.com)

26 August 2021

John Straebel, City Manager  
City of Petoskey

Via Email: Robert Straebel <[rstraebel@petoskey.us](mailto:rstraebel@petoskey.us)>  
Copy to: Sarah Bek <[sbek@petoskey.us](mailto:sbek@petoskey.us)>

Dear Mr. Straebel:

The Mercer Group, Inc. is pleased to provide this proposal to assist the City of Petoskey in developing an applicant pool of well-qualified candidates for the position of Finance Director.

We are very interested in assisting the City with this critical project, and if selected to conduct the search, would be able to begin the project within 7 days of notification of award.

The purpose of engaging the services of an executive search firm is to seek out and recruit experienced candidates and to assist the City in selecting highly qualified individuals who meet the profile and needs of Petoskey. The Mercer Group, Inc. is exceptionally well-qualified to assist the City with this project.

We are well experienced in learning the organization's expectations for a Finance Director in order to tailor this recruitment to your criteria.

I will direct this search from our Louisburg, North Carolina office. Experienced in executive recruitment and, with our current project load, I can make this project a priority.

From this office, I have conducted the following executive recruitments over the past 15 years:

Arkansas City, Kansas - City Manager (2006);  
Federal Heights, Colorado - City Manager (2007);  
Liberty, Texas – City Manager (2007);  
Hanover Park, Illinois – Chief Information Officer (2007);  
Union City, Georgia – City Administrator (2008);  
Choctawhatchee Electric Cooperative – Chief Operating Officer (2007);  
Tipp City, Ohio – City Manager (2008);  
Mooresville, North Carolina – Engineering Manager (2008);  
Mooresville, North Carolina – City Manager (2008);  
Orange County, North Carolina – Emergency Services Director (2008);  
Orange County, North Carolina – County Attorney (2009);  
Harrisburg, North Carolina – Finance Director (2008);  
Orange County, North Carolina – County Manager (2009);  
Decatur, Illinois, Housing – Executive Director (2010);  
Lee County, Georgia – County Manager (2011);  
Tipp City, Ohio - Library Director (2011);  
Holland Michigan – City Manager (2012);  
Troy Michigan – City Manager (2012);  
Yankton, South Dakota – City Manager (2012);  
Milliken Colorado – Town Administrator (2014);  
Petoskey Michigan – City Manager (2015);  
Clinton County, Ohio, Port Authority – Executive Director (2015);  
Lebanon, Ohio – Finance Director (2017); and,  
Goldsboro, North Carolina – City Manager (2019).

Thank you for the opportunity to respond to this important assignment. I will be pleased to discuss more fully our methods, experience, and performance guarantees either by phone or in person. In the meantime, if you need more information or have any questions, please call me at (919) 496-2080.

Sincerely,  
**THE MERCER GROUP, INC.**

A handwritten signature in black ink, reading "Phillip G. Robertson". The signature is written in a cursive, flowing style. The first name "Phillip" is written in a larger, more prominent script, while "G." is a small, simple monogram. The last name "Robertson" is written in a similar cursive style, with the "R" being particularly large and stylized.

Phillip G. Robertson  
Senior Vice President

**FINANCE DIRECTOR  
CITY OF PETOSKEY  
PROPOSAL**

**Legal Name of Firm:** The Mercer Group, Inc.

**Street and Mailing Address:** 3443 NC Highway 39 North  
Louisburg, North Carolina 27549

**Telephone Number:** (919) 496-2080

**Email:** mercernc@aol.com

**Name of Authorized Representative:** Phillip G. Robertson

**Approach**

Our approach and style are interactive with the City Manager and staff, forming a partnership with our client to conduct a project.

**Methodology**

We recommend a seven (7)-step search process as follows:

- **Position Analysis** We will define work relationships, job qualifications and requirements for the position – the “Position Profile.”
- **Recruitment Process** We will recruit regionally and nationally for the position, advertising, and networking to locate and invite qualified candidates.
- **Resume Review** We will identify qualified candidates.
- **Candidate Screening** We will carefully screen prospective finalists according to the criteria established in the Position Profile and present the most highly qualified to the Town.
- **Background Investigation** We will thoroughly evaluate candidates invited for interviews.
- **Interview Process** We will make recommendations and assist in selection.
- **Negotiation and Follow-up** We will facilitate employment and follow-up to ensure complete integrity of the process.

Each step in this process for the Petoskey Finance Director full search is described below.

### **Position Analysis**

We will have extensive consultation with the City Manager as well as other individuals or groups (if you wish) to determine the needs and issues, requirements of the job, and to verify information about the environment within which the position functions.

During this process, we will initiate individual telephone interviews with the City Manager, staff members and others of your choice to identify expectations, perceptions, and concerns regarding the position.

Based on those conversations, we will prepare a draft position profile and review it with the City Manager in order to arrive at a general agreement regarding the specifications for the position. The final position profile will include information about the City, its goals, major services offered, issues to be faced, the position, the ideal candidate and the selection criteria established.

### **Recruitment Process**

We will review our database to determine those candidates whom we may already know and/or already have on file who may meet the specifications.

Although this process is valuable, we will rely most heavily on our own contacts among other professional associations, ICMA, state associations of finance directors, and other public sector websites, and other contacts of our own experience. In other words, through “networking”, we will conduct a nation-wide professional search for the best qualified candidates and invite them to apply for the position.

### **Resume Review**

We will review and analyze each applicant’s background and experience against the position description criteria. We will acknowledge all resumes received and keep candidates informed of their status.

### **Candidate Screening**

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

We will be responsible for screening the applications received. This initial screening will be conducted by telephone with both the prospective candidate and with initial references who may know the candidate’s background and expertise, in order to establish their *bona fide* credentials.

Once the initial screening is completed, we will select the most qualified prospective candidates who most closely match the criteria established. We will interview those candidates in order to verify their qualifications and other favorable characteristics.

After discussions the City Manager, we will contact the leading candidates and personally seek a signed release so that we may begin background investigations. We examine candidates' qualifications based upon your selection criteria and evidence of their continuing professional education and upon verifying their particular accomplishments.

### **Background Investigations**

As part of our process in evaluating finalists, we make detailed and extensive reference checks.

In conducting these, it is our practice to speak directly to individuals who are now or have previously been in positions to evaluate the candidate's job performance. We complete professional reference checks prior to the interviews. That allows targeting the questioning more effectively, based upon what we have learned about each finalist's performance and style.

We ask each candidate to provide us with references. We then network to other persons who know the candidate. In this way, we thoroughly evaluate each candidate with a 360-degree perspective. We have talked to as many as 35 references concerning a single finalist candidate. These references and evaluations are combined to provide frank and objective appraisals of the top candidates. We also verify past employment difficulties, if any, including any legal action filed against former employers.

As part of our evaluation process, we verify undergraduate and graduate college degrees and check criminal, driving, and credit records. We will recommend background investigation criteria to the Manager, who will make the final decision on the specifics of the background check.

The Mercer Group, Inc. is an equal opportunity employer and recruiter, and as a practice does not discriminate against any employee or applicant for employment on the basis of race, religion, creed, color, gender, sexual orientation, handicap, or national origin.

### **Interview Process**

Based on the preceding steps, a Final Report of your 3-5 finalists for the position of Finance Director will be forwarded to the City Manager for interviews. We will prepare a written summary on each finalist. The information will cover, but not be limited to, 1) present position, 2) total years experience, 3) salary requirements, 4) education, 5) previous positions held, 6) notable projects, 7) management style, 8) skills and abilities, 9) interests, and 10) professional goals.



We will also provide the City Manager with our recommendations relative to timing, sequencing, location, setting, format, and conduct of interviews with the finalists. We will provide information about trends in employment, employment contracts and agreements, relocation expenses, perquisites. We will arrange schedules for top candidate interviews and will coordinate the process.

We are prepared to facilitate the deliberations following the interviews of finalists.

### **Negotiation and Follow-up**

We will also mediate the negotiation process relative to salary, benefits, and other conditions of employment. We feel that we can be especially helpful because we work on a fixed fee rather than one based on a percentage of salary. One contingency here is that an agreement may not be able to be arranged. If that is the case, we will work with the City to select an alternate candidate.

Finally, we will notify by letter all unsuccessful candidates who were not recommended for interview of the final decision reached.

Once the new Finance Director has been on board for 30 days or so, we will conduct a session with the City Manager and the new Finance Director in order to establish mutual performance criteria and goals for the position. In this regard, we will work with the City Manager to define the role and expectations of the new Finance Director.

We will follow-up periodically with the Manager and the new Finance Director during the first year in order to make any adjustments that may be necessary.

We will keep the City Manager closely informed and involved in decisions concerning the search process at all times. We will prepare and send to the City Manager periodic reports. These reports will contain a progress report on the recruitment and specific steps to be taken to meet the City's deadlines and an itemization of expenses incurred-to-date and expected to be incurred during each succeeding project step.

### **Schedule**

We propose a 110-day schedule from our start date (approval of the position profile) to the appointment of the new Finance Director. This time may be shortened depending upon the new Finance Director having to work a notice at his/her current position.

**This schedule can be modified in order to meet the City's requirements.**

## **QUALIFICATIONS AND PERSONNEL**

This project will be conducted out of the North Carolina Office located in Louisburg, North Carolina.

### **Phillip Robertson, Senior Vice President and Primary Consultant**

Mr. Robertson is a senior consultant with the Mercer Group specializing in executive search, compensation and classification studies, and organizational analysis. He engages consulting clients nationwide from our North Carolina office. Mr. Robertson was previously the Management Information Systems Manager for the North Carolina Division of Employment and Training. He has 46 years' experience in the public sector, including serving as Personnel Manager for a Division of the North Carolina State Government.

### **Research: Joan L. Miller, Vice President.**

Ms. Miller has a background in research in support of local, state, and federal reporting, grant management and program design.

### **Phillip Robertson, Senior Vice-President**

3443 NC Highway 39 North  
Louisburg, North Carolina 27549  
Office: (919) 496-2080 Cell: (919) 349-7239  
Email: mercernc@aol.com

Mr. Robertson has 46 years' experience in the public sector, joining The Mercer Group, Inc. in 1998.

#### **• Executive Searches:**

Arkansas City, Kansas - City Manager (2006); Federal Heights, Colorado - City Manager (2007); Liberty, Texas – City Manager (2007); Hanover Park, Illinois – Chief Information Officer (2007); Union City, Georgia – City Administrator (2008); Choctawhatchee Electric Cooperative – Chief Operating Officer (2007); Tipp City, Ohio – City Manager (2008); Mooresville, North Carolina – Engineering Manager (2008); Mooresville, North Carolina – City Manager (2008); Orange County, North Carolina – Emergency Services Director (2008); Orange County, North Carolina – County Attorney (2009); Harrisburg, North Carolina – Finance Director (2008); Orange County, North Carolina – County Manager (2009); Decatur, Illinois, Housing – Executive Director (2010); Lee County, Georgia – County Manager (2011); Tipp City, Ohio - Library Director (2011); Holland Michigan – City Manager (2012); Troy Michigan – City Manager (2012); Yankton, South Dakota – City Manager (2012); Milliken Colorado – Town Administrator (2014); Petoskey Michigan – City Manager (2015); Clinton County, Ohio, Port Authority – Executive Director (2015); Lebanon, Ohio – Finance Director (2017); and, Goldsboro, North Carolina – City Manager (2019).

- **Organizational and Staffing Studies:**

Frankfort, Kentucky; Okaloosa Gas District, Florida; Peachtree City, Georgia, Tourism Association, Georgia; Choctawhatchee Electric Cooperative, Florida; and, Hercules, California.

- **Compensation and Classification studies:**

Hernando County, Florida; Housing Authority of Covington, Kentucky; East Point, Georgia; Martin County, Florida; Ouachita Parish, Louisiana, Public Library; Monmouth, Oregon; Monroe, Georgia; Peachtree City, Georgia; The Development Authority of Peachtree City, Georgia; Pitt County, North Carolina; Okaloosa County, Florida; Okaloosa County, Florida, Detention Center; Martin County, Florida, Sheriff's Office; Henderson, Nevada; Berlin, Connecticut; Choctawhatchee Electric Cooperative, Defuniak Springs, Florida; Duncan, Oklahoma; Calcasieu Parish, Louisiana, Public Library System; Colonial Heights, Virginia; Nye County, Nevada; Decatur, Illinois, Housing Authority; Rochester Hills, Michigan; Garden City, Georgia; Glastonbury, Connecticut; Kitty Hawk, North Carolina; Holly Springs, North Carolina; Sun 'N Lake of Sebring, Florida, Improvement District; Okaloosa, Florida, Gas District; Sunny Isles Beach, Florida; Frankfort, Kentucky; Peachtree City, Georgia, Tourism Association; Sioux City, Iowa; Glen Heights, Texas; Daytona Beach, Florida; Jacksonville, Florida; Osawatomie, Kansas; Gordon College, Barnesville, Georgia; Assisted Housing Risk Management Association, Illinois; Iowa League of Cities; Peachtree City Water and Sewerage Authority, Georgia; Minturn, Colorado; Loma Linda, California; Public Agency Risk Sharing Authority of California, Sacramento; Hercules, California; Mooresville, North Carolina; Salt River Landfill, Scottsdale, Arizona; Jackson County, North Carolina; Clayton State University, Morrow, Georgia; Rhode Island Airport Authority; Vernon, California; Metropolitan District Commission in Hartford, Connecticut; Glenwood Springs, Colorado; Eagle, Idaho; Wethersfield, Connecticut; Davie, Florida; Yankton County, South Dakota; Pensacola, Florida; North Carolina State Firefighters Association; Craven Community College, New Bern, North Carolina; Lee County, Georgia; Cumberland County ABC Board, Fayetteville, North Carolina; Portland, Maine; Hope Mills, North Carolina; Goldsboro, North Carolina; Cheyenne, Wyoming; Huntersville, North Carolina; Spring Lake, North Carolina; Southland Utility Services, Florida; Kentucky League of Cities; Cabarrus County, North Carolina; Nevada City, California; Johnston County, North Carolina; Defuniak Springs, Florida; Lexington, North Carolina; Kiawah Island, South Carolina; North Carolina Association of County Commissioners; Stokes County, North Carolina.

- **Performance Evaluation Systems:**

Pitt County, North Carolina; Colonial Heights, Virginia; Sun 'N Lake Improvement District, Florida; Peachtree City, Georgia, Water and Sewerage Authority; Village of Carol Stream, Illinois; Rockaway Township, New Jersey; and, Durham, North Carolina (Ongoing).

- **Organizational Climate Surveys**

Assisted Housing Risk Management Association, Illinois and Horizons of Okaloosa County, Florida.

- **Additional Experience:**

- Former Management Information Systems Director for the North Carolina Division of Employment and Training.
- Former Human Resources Director for a Division of the North Carolina State Government.
- Former Assistant City Manager for Town of Clayton, North Carolina.
- Extensive experience in Grant Management at the Federal, State, and Local levels.
- Extensive experience and expertise with information systems management at the Federal, State, and Local levels.

Mr. Robertson has a MA in Public Administration from Appalachian State University in Boone, North Carolina and a BA in History from Wake Forest University in Winston-Salem, North Carolina. He has also undertaken doctoral work at North Carolina State University in Raleigh, North Carolina.

**Joan L. Miller, Vice President**

3443 NC Highway 39 North  
Louisburg, North Carolina 27549  
Office: (919) 496-2080  
Email: mercer.robertson@aol.com

Ms. Miller has 26 years of experience in municipal government as a planner, housing specialist, grants manager and inspector. She has been employed with the Mercer Group since 2018.

Her areas of expertise include:

- Policy and Procedure Research, Development, and Implementation
- Fiscal Analysis as a Function of Policy Options
- Transportation and Recreation Program Planning and Implementation
- Water Quality Improvements
- Code Enforcement and Residential Rental Inspection
- Comprehensive Plan Development, Modification, and Interpretation
- Environmental Review
- Grants Development, Administration, Reporting and Closeout
- Housing Rehabilitation Program Planning, Development, and Implementation
- Data Collection, Reporting and Interviewing

Ms. Miller is a graduate of North Carolina State University.

## PROFESSIONAL FEES AND COSTS

<b>PROFESSIONAL FEE:</b>	<b>\$14,025</b>
<b>DIRECT EXPENSES:</b>	<b>\$ 2,000</b>
<b>MAXIMUM FEES AND EXPENSES:</b>	<b><u>\$16,025</u></b>

Direct expenses are primarily for advertising and background checks plus consultant telephone, correspondence, and report preparation.

### Additional costs for In-person Interviews

If in-person interviews are being considered, the cost for final candidates to travel to interview with the City is not included. Such costs are typically paid by our clients, on a reimbursement basis, directly to the candidates. *These costs are difficult to estimate because they depend on where the candidates are located. - Out-of-state costs run as high as \$750 to \$1,000 per person.*

The City's cost for The Mercer Group, Inc. for services rendered under our agreement will not exceed the agreed upon price unless an increase is authorized by the City in writing.

We will comply with all applicable laws, rules and regulations of federal, state and local government entities. Our ability to carry out the work required will be drawn greatly from our past experience in providing similar services to others, and we expect to continue such work in the future. We will, to the degree possible, preserve the confidential nature of any information received from you or developed during the work in accordance with our professional standards.

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

**SAMPLE  
POSITION PROFILE**

**FINANCE DIRECTOR  
LEBANON, OHIO  
2017**



# POSITION PROFILE DIRECTOR OF FINANCE

## LEBANON, OHIO

The Mercer Group is pleased to announce the opening for Director of Finance for the City of Lebanon, Ohio. This Position Profile provides information on the City and its organization, and the requirements and necessary qualifications for the position.

Candidates should send resume, cover letter, and detailed salary history by **13 March 2017**.  
*Electronic Submission Only.*

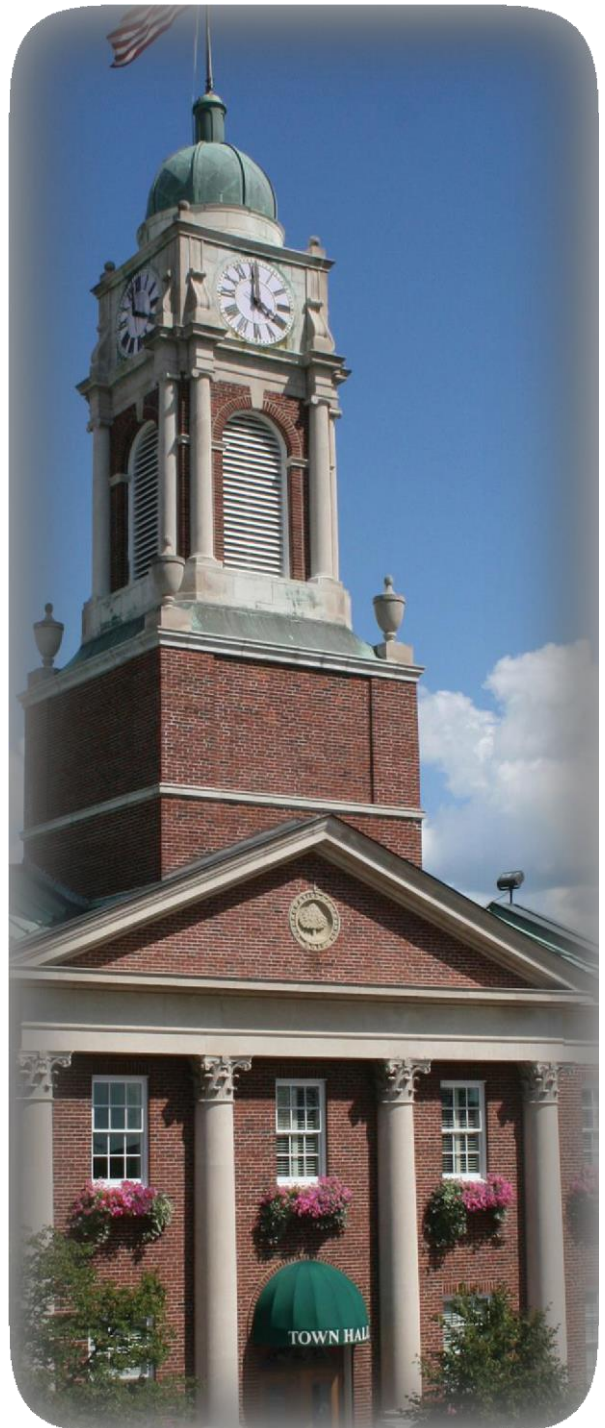
The City of Lebanon is an Equal Opportunity Employer.

## THE MERCER GROUP

Phillip G. Robertson  
Senior Vice President  
3443 Highway 39 North  
Louisburg, North Carolina 27549  
OFFICE: 919-496-2080  
**MercerNC@aol.com**



*"Dedicated to Excellence in Public Service"*



## INTRODUCTION:

This is an exceptional opportunity to serve on the Senior Management Team of a remarkably successful, responsive, and business-friendly municipal government.

Located in the south-western segment of the triangle formed by Cincinnati, Columbus, and Dayton, the City of Lebanon is a unique and attractive city. With a population of just over 20,000, Lebanon sits amidst the Cincinnati – Dayton metropolitan area which contains almost 3 million people. The county seat of Warren County, Lebanon is politically, geographically, economically, and strategically positioned to continue its development and growth (Warren County has ranked as the second or third fastest growing county in Ohio for each of the last few years).



Located directly on Interstate 71, Lebanon is recognized as a home of diverse manufacturing while offering the amenities of a small town with access to major metropolitan attractions and benefits; Dayton is 32 miles away while Cincinnati is 26 miles distant.



Lebanon is more than its diverse manufacturing base, important as that is for the community's overall health. Lebanon has its roots in traditional pioneer culture, as its early settlers were Shakers, veterans of the Revolutionary War, and leaders with the vision to plan for success.

*In surveying the first streets of Lebanon in 1802, the surveyor was instructed that Broadway was to be six-poles wide to ensure that a six-horse stage could turn completely*

*around in front of the tavern located there.*

Lebanon values its history and traditions, as seen in its charming and distinct downtown, abundant arts and cultural scene, and overall ambiance. The Hallmark Channel chose Lebanon as the site of its 2013 movie *The Christmas Spirit*. But, while it honors and respects its past, Lebanon lives in the present and looks to the future.

Today's Lebanon is alive with diverse cultures, whose influence has created an exciting-and thriving community. Longtime residents cannot imagine living anywhere else, newcomers wonder why they did not move here sooner. Visitors delight in the vast array of recreational activities and an award-winning downtown boasting exceptional shops, galleries, and eateries

## ABOUT CITY GOVERNMENT



Lebanon City Council

The City of Lebanon is governed by City Charter, which was adopted by the community in 1960, and adopts a City Council/City Manager form of government. As its governing body, Lebanon's City Council is comprised of seven elected members. The Mayor is selected by the City Council to serve 2-year terms. City Council is primarily responsible for setting policy and adopting legislation for the present and future of the city. City Council recognizes that its role generally is that of a policy-making body and has a strong history of appreciating the distinct roles of city management from city council. One of the most important tasks each year for Council is approving the annual Operating Budget (\$88 million), annual update to the 5-Year Capital Improvement Plan (\$8.5 million), and establishing tax policies and regulations.

The City Council and the Mayor appoint the City Manager, the City Attorney, and the Director of Finance (which is referred to as The City Auditor in the City Charter). These three appointed officials form the Senior Management Team that is responsible for all administrative functions of the City, including preparation of the budget, financial health, delivery of services, handling all legal issues, hiring of personnel, and implementation of policy directives of the City Council.

Lebanon's city government has experienced remarkable stability. The City Manager has served the City with distinction for 15 years, the City Attorney for 17 years. The City employs 127 full time and 70 part-time staff members.



## ADDITIONAL INFORMATION ABOUT LEBANON

For further information about Lebanon, Ohio, please visit the following:

[LEBANON SCHOOL DISTRICT](#)

[LEBANON COMMUNITY PROFILE](#)

[LEBANON CITY RESOURCES](#)

[FESTIVALS](#)

[EVENTS CALENDAR](#)

### AREA ATTRACTIONS

*The Lebanon community offers a wide-range of lifestyle options, from condos, to historic neighborhoods and newer communities that offer a variety of amenities.*



*Lebanon is home to 16 parks, including the Ida Juris Bennet Dog Park.*



*Downtown Lebanon offers many shops, restaurants, and is the site of several festivals throughout the year. The Golden Lamb,*



*is Ohio's oldest operating Inn.*

## **ISSUES FACING THE POSITION**

*The following issues were identified through interviews with the Mayor and Council, the City Manager, the City Attorney, and selected Staff. Successfully addressing these issues will be of primary importance to the new Director of Finance.*

### **SENIOR MANAGEMENT TEAM COLLABORATION:**

The new Director of Finance will be expected to become a fully contributing member of the City's Senior Management Team, which includes the City Manager and the City Attorney, in addition to the Director of Finance. These three positions, working interactively embody the operational and executive leadership of the city government in Lebanon.

### **CONTINUED FINANCIAL STABILITY:**

The City government is in stable and satisfactory financial condition that needs to be continued through strong financial stewardship. The new Director of Finance will be looked to for advice and guidance regarding ways to increase revenue, identify opportunities for operational savings, and efficiencies. As a full-service community with utility enterprises that includes Water, Sewer, Storm Water, Electric, the City has used a typical amount of debt sales to finance some long-term infrastructure projects. The City's bond ratings range from Aa2 to A1.

### **FINANCIAL VISION:**

The new Director of Finance will be expected to nourish a culture of strategic planning with the City Council, and the other members of the Senior Management Team. The City's development, implementation, and tracking of strategic financial goals, objectives, and benchmarks needs to be fine-tuned and shared with the Council, the public, and City staff.

### **PUBLIC TRUST AND UNDERSTANDING:**

It will be important for the new Director of Finance to garner and maintain the trust and credibility that is placed in the City government by the residents, city staff, and business community. Residents and business leaders wish to enjoy an open, accessible financial atmosphere and they want to feel comfortable talking to and working with the new Director of Finance. This will entail the new Director of Finance becoming involved with, and in, the community. A prime example of this will be the introduction and explanation to the citizenry of new tax code provisions, along with the development and implementation of all of the inherent administrative procedures.

## **PROVISIONS OF THE POSITION**

The Director of Finance (referred to as The City Auditor in the City Charter) is appointed by the City Council, based on professional training and qualifications, to carry out the Council's policies and decisions and to ensure that the entire community is being efficiently and effectively served. The Director of Finance's duties and responsibilities will include the following:

### **DUTIES OF THE DIRECTOR OF FINANCE (CITY AUDITOR) AS MANDATED IN THE CITY ORDINANCES:**

1. The City Auditor shall direct the Department of Finance and serve as Clerk of Council. He or she shall be the Chief Financial Officer and Tax Commissioner. He or she shall perform the duties required by the Charter for those positions, those duties prescribed herein, and the administrative duties of a Department Director;
2. The City Auditor shall furnish bond in the amount of \$50,000 (the cost of which is paid by the City).
3. The following specific duties are assigned to the City Auditor:

Assure that all city expenditures meet the intent of each appropriation; that Council was aware of the intent and that each expenditure is reasonable for the goods and services provided therefor.

Keep a full and accurate record of all monies received and disbursed on behalf of the city and of all monies due to and from the city upon contracts and orders upon which the city is obligated and otherwise.

Receive and have custody of all monies paid to the city and disburse all city monies in accordance with the Charter and ordinances, signing all warrants upon the City Treasury in making such disbursements.

Render a monthly report to the City Manager and to Council, reflecting the financial condition of the city, showing receipts, encumbrances and balances of all funds. The City Auditor shall also be responsible to the City Manager with respect to preparing projected expense input for the annual budget, submitting requests for material or service purchases and all supervisory and personnel functions.



Certify that funds are available according to law to pay monies provided by all contracts, agreements or other obligations for the expenditure of the city funds.

Make payment of the interest and principal on the bonded debt when due, and keep accurate records of such debt and of such payments thereon.

Prepare the city payrolls.

Provide for the safekeeping of securities and other documents for payment of money to the city and maintain custody of all documents evidencing investments of the city.

Prepare and submit such reports as may be required by law.

Provide for purchasing and invoice reconciliation.

Establish a system for facility, equipment, and supply inventory accounting.

#### 4. Payrolls.

Payrolls shall be submitted to the City Manager for approval, when prepared by the City Auditor, and upon the City Manager's approval thereof, the City Auditor shall issue his or her warrants in payment thereof when due. It shall not be necessary for the City Auditor to encumber in advance or to certify as to the availability of funds appropriated for personal services except those obtained on a contractual basis, provided that upon issuance of such warrants the City Auditor shall immediately cause the appropriate funds to be encumbered to the extent of the warrants issued.

#### 5. Treasury Investment Fund.

Investment of surplus funds. The City Auditor shall prepare monthly a statement of monies in the Treasury or in process of collection and a schedule showing the proper requirements of money for the use of the city for the ensuing six-month period, together with a recommendation as to whether any monies in the Treasury shall be invested. The Manager and Auditor, together with the City Attorney, shall constitute the "Investment Committee." The Auditor shall invest, in accordance with the requirements of applicable laws and the directives of the Investment Committee, so much of the money as the Investment Committee recommends.

Treasury investment account. The City Auditor shall maintain an account to be known as the Treasury Investment Account, in which shall be

entered all transactions relating to the investment of Treasury funds as herein provided, and shall furnish to the Investment Committee, a duplicate of all items entered thereon, showing all bonds or other securities purchased or sold for the Treasury account, with the number, maturity, date, and interest coupons, and whenever any such securities or interest coupons are due he or she shall issue his or her order for their collection in the same manner as other receipts are collected.

Custody of securities. All securities belonging to the city purchased in accordance with the provisions of this section shall be in the custody of the City Auditor and shall be kept by him or her in a safety deposit box as are other securities owned by the city, and properly segregated from other securities. The box shall be opened only in the presence of the Investment Committee.

#### 6. Division of Taxation.

The Division of Taxation shall be under the direction of the Deputy Tax Commissioner who shall report to the City Auditor (Director of Finance). The Deputy Tax Commissioner shall perform the following duties:

Administer the earnings tax of the city in accordance with the provisions of Chapter 151 of the Codified Ordinances of the City.

Keep a full, proper, and accurate account of all transactions performed by the Division of Taxation;

Collect, account for and transfer to the City Auditor, all monies collected in administering Chapter 151 of the Codified Ordinances of the City.

## ADDITIONAL PROVISIONS OF THE POSITION

**Compensation:** Salary is negotiable depending upon qualifications and experience; there is an extremely attractive and competitive fringe benefits plan.

**Performance Planning & Appraisal:** A new Director of Finance can expect to establish mutually agreeable performance goals and measures with the Mayor and Council within the first few months of employment. This will be facilitated by The Mercer Group at the request of the City. The Director of Finance will be expected to develop a yearly work plan in consultation with the other members of the Senior Management Team and submit it to the Mayor and Council.

**Community Involvement:** The Director of Finance will be expected to take part in and support community events, programs and activities that are related to the quality of life in the community.

**At Will Employment Status:** The Director of Finance serves at the pleasure of City Council within the provisions of an employment contract to be negotiated.

**Interview Process:** After screening and qualification by The Mercer Group, Inc., and approval by the City Council, candidates will be invited to Lebanon for introductions and interviews with the City Council, City Manager, and City Attorney. Intensive background investigations will be conducted, which may include visits to the home city of the final candidate(s) as part of the selection process.

## THE IDEAL CANDIDATE

### Education and Experience:

- Bachelor's degree in accounting, finance or a field closely related to government finance.
- Minimum of five years' progressively increasing executive responsibility for all financial matters in an organization close in size and complexity to Lebanon.
- A record of successfully dealing with elected officials and boards, other than and in concert with the City Council.
- A proven record of safeguarding and enhancing the public's trust in local government financial matters and operations.
- Fiscally astute with experience in the principles and practice of governmental accounting, including taxation, budgeting, finance, and human resource management.
- Solid experience and skill in revenue enhancement, financial management, financial planning, administration of budgets and municipal debt management.
- A record of effective hiring and of promoting employee development and leadership, including delegation, accountability, training and rewards for performance.
- A record of customer service to residents, establishing an organizational practice of customer-friendly services.

## THE IDEAL CANDIDATE

### Working Style, Skills, Knowledge, and Abilities:

- An individual who keeps the City Council and the other members of the Senior Management Team apprised of potential financial and other problems and attendant options, being detail oriented but understanding the amount of detail needed for each interaction or discussion.
- A participative leader who is comfortable among highly competent and successful people in both the public and private sectors.
- A results-oriented and apolitical Director who can make difficult strategic decisions and communicate them in a respectful, compassionate manner.
- A Director who supports policy development by the Council and is skilled at translating policy into practice with staff members and citizens.
- A person who will become a member of community and civic organizations.
- A leader with the foresight to imagine and anticipate financial trends, opportunities, and problems.
- A person who will use demonstrated skills in interpersonal, written and oral communications to build strong trust with the Council and the public, while enhancing the credibility of City government.
- A person who promotes teamwork, shares information willingly, and encourages an open and transparent government.
- A leader who can make a quick decision under pressure when the situation demands.
- Someone familiar with trends in technology useful for city functions.
- A Director of Finance who is aware of local, regional, state, and national issues and practices.

## THE IDEAL CANDIDATE

### Personal Characteristics:

- A person of unquestioned honesty, integrity and ethics who demonstrates the highest standards of professional conduct.
- A strategic thinker who serves as a catalyst in developing and implementing initiatives that benefit all residents.
- Someone who is not interested in who gets the credit for good things happening; not a “monument builder”.
- A person who is accessible and forthright and respectful with the Council, the Senior Management Team, residents, and City staff.
- A person who remains professional in all aspects; has the ability to listen without prejudice.
- Someone who understands the need to listen and learn before acting upon initiatives or making significant changes. A person who will tackle approved projects and programs with a “can-do” attitude.
- A relationship-builder with community members, the City Council, Senior Management Team and staff, and other colleagues. One who brings people together across traditional boundaries and helps to build consensus.
- A person who is sensitive to community history and values, and who enjoys becoming involved in community events and groups.
- Someone with the self-confidence to welcome the experience and expertise of the Council, the Senior Management Team, and staff, helping all groups to focus their resources on long-term gains.
- A leader who builds an open rapport with staff members, welcoming consultation on new ideas and problem-solving. A person who respects individuals and values professional development for each.
- An innovative individual of high energy.
- A person who comfortably combines drive and diplomacy.
- Someone with a thick skin and a well-developed sense of humor.

## POSITION ADVERTISEMENT

### CITY OF LEBANON, OHIO

#### DIRECTOR OF FINANCE

This is an exceptional opportunity to serve on the Senior Management Team of a remarkably successful, responsive, and business-friendly municipal government.

Located in the south-western segment of the triangle formed by Cincinnati, Columbus, and Dayton, the city of Lebanon is a unique and attractive city. With a population of just over 20,000, Lebanon sits amidst the Cincinnati – Dayton metropolitan area which contains almost 3 million people. The county seat of Warren County, the City of Lebanon is politically, geographically, economically, and strategically positioned to continue its development and growth (Warren County has ranked as the second or third fastest growing county in Ohio for each of the last few years). Situated directly on Interstate 71, Lebanon is recognized as a home of diverse manufacturing while offering the amenities of a small town with access to major metropolitan attractions and benefits (Dayton is 32 miles away while Cincinnati is 26 miles distant).

The Lebanon City Council seeks a professional Director of Finance to provide strategic and operational leadership in partnership with the City Manager and City Attorney, i.e. its Senior Management Team. The ideal candidate possesses an agile financial mind and proven experience with all areas of local government finance. The Director will supervise a staff of 9. Competitive salary (\$100,000 to \$115,000, DOQ), plus excellent fringe benefits. Bachelor's degree in accounting, finance or a field closely related to government finance. Minimum of five years of progressively increasing executive responsibility for all financial matters in an organization close in size and complexity to Lebanon. Individual must be able to be bonded.

If chosen for an interview with the City Council, a candidate will be required to cooperate with The Mercer Group, Inc. in its conduct of background checks. Send resume; cover letter that demonstrates how your qualifications, interests, and experience coincide with this posting; detailed salary history; by **13 March 2017**, to Phillip Robertson, The Mercer Group, Inc., [MercerNC@aol.com](mailto:MercerNC@aol.com) (electronic submission required).

View an in-depth profile of the position at [www.MercerGroupInc.com](http://www.MercerGroupInc.com) by clicking on the "Current Searches" tab.





# EXECUTIVE SEARCH PROPOSAL

City of Petoskey



August 31, 2021

Prepared by the Michigan Municipal League

Emily Kieliszewski

Member Programs Manager, Membership Engagement

1675 Green Rd Ann Arbor, MI 48105

517.908.0302

[emilyk@mml.org](mailto:emilyk@mml.org)

City of Petoskey  
Rob Straebel, City Manager  
101 E. Lake St  
Petoskey, Michigan, 49770



michigan municipal league

August 31, 2021

Dear Mr. Straebel,

The Michigan Municipal League is pleased to offer the City of Petoskey our assistance in selecting its next Finance Director. The League is committed to strengthening Michigan communities, and works hand-in-hand with our members to provide the tools needed to effectively manage and develop their City. 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 department head, with the ultimate goal of providing them with a highly-qualified leader who will add tremendous value to the City. 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, city officials, and the needs of the City.

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

Thank you,  
Emily Kieliszewski

# PROPOSAL FOR EXECUTIVE SEARCH

## City of Petoskey - Finance Director

### 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 hiring authority 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 City'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.

## 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 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

Glenn Anderson will be assigned to the City of Petoskey'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.

Here is a closer look at **your** assigned facilitator:



### GLENN ANDERSON

**Glenn Anderson will serve as the primary recruiter for the City of Petoskey and will perform and/or coordinate the majority of the services within this proposal.** Mr. Anderson has over 38 years of successful municipal management, downtown development, community development, and economic development experience. He has served as village manager with the Village of Baraga, the Village of Ontonagon, and as City Manager with the City of Hancock. He has served on the Board of the Portage Lake Water and Sewer Authority, and served as President of the Michigan Tech SmartZone Board of Directors. He received his Bachelor's degree from Carthage College and his Master's degree from Northern Michigan University.

## Additional Project Team

**Emily Kieliszewski** will serve as the primary point of contact regarding negotiation and contractual matters and will provide overall project oversight and administration. Ms. Kieliszewski serves as the League's Member Programs Manager administering various member services offered within the league. Ms. Kieliszewski joined the League in 2016, is a graduate of Michigan State University, and holds a bachelor's in political science.

**Heather Elliott** will serve as the project coordinator for this search providing research, task coordination, and administrative support, and will be available to the city 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 the hiring authority 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 city 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 city 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 the hiring authority 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 guarantee a successful recruitment.

## 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, the City of Petoskey 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 hiring authority reach consensus on a final candidate from the finalists provided. In the unlikely event that consensus cannot be reached by the hiring authority, 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.

## Final Phase

After the hiring authority 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 city 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 City 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
Missaukee County	County Administrator	2021	14,849
Ionia	City Manager	2021	11,394
Farmington Hills	City Manager	2021	79,740
Elk Rapids	Village Manager	2021	1,642
Riverview	Police Chief	2021	10,694
East Grand Rapids	City Manager	2021	10,694
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 Manager	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
Cass City	City Manager	2017	2,428
Eaton Rapids	City Manager	2017	5,214
Emmet County	County Administrator	2017	32,694
Fraser	City Manager	2017	14,480
Gladstone	City Manager	2017	4,973
Lathrup Village	City Administrator	2017	4,075
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	DPUW 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

## Pricing

The League provides a fixed price of \$17,000 for the standard executive search services outlined within this proposal, which includes both professional fees and project expenses (advertising, travel, etc.). Additional fees for optional services are provided below.

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.

The League welcomes the opportunity to assist the City of Petoskey with the search for its next Finance Director. 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 August 31st, 2021.

IN THE AMOUNT OF \$ \_\_\_\_\_

AUTHORIZED SIGNATURE \_\_\_\_\_

TITLE \_\_\_\_\_

DATE \_\_\_\_\_



## PROPOSAL FOR EXECUTIVE RECRUITMENT SERVICES FINANCE DIRECTOR CITY OF PETOSKEY MI

Submittal date: August 26, 2021

Submitted by:

Koff & Associates  
Alpharetta GA Office  
2835 Seventh Street  
Berkeley, CA 94710

**Gary Palmer ICMA-CM, AICP, CMFO**  
Executive Recruiter/Project Manager  
Alpharetta GA Office  
12457 Danesfeld Dr  
Alpharetta, GA 30004  
[gpalmer@koffassociates.com](mailto:gpalmer@koffassociates.com)  
510.345.3954



Koff & Associates  
A Gallagher Company



Koff & Associates  
A Gallagher Company

August 26, 2021

Rob Straebel  
Petoskey City Manager  
[rstraebel@petoskey.us](mailto:rstraebel@petoskey.us)

Mr. Straebel,

Thank you for the opportunity to submit a proposal to assist you with recruiting and selecting your next Finance Director. Koff & Associates, a division of Gallagher Benefit Services, Inc., is uniquely qualified based on over 37 years of assisting public agencies with finding and placing candidates who are dedicated to public service. Our intent is to bring you the top candidates in the government finance industry and create a long-term partnership for future work together.

Our unique selling proposition lies in K&A Recruiting's experience supporting public sector clients in California and throughout the USA. Through our investment in modern recruitment technology, we offer forward-thinking services that not only provide for advanced extensive sourcing and outreach but allow us to tell the story of each project through easy-to-understand data. K&A Recruiting uses National Language Processing to remove bias from our job ads, creating diversity in candidate pools to build workforces that accurately represent the communities served.

Having conducted countless executive search efforts has made K&A Recruiting an expert in identifying, targeting, recruiting, and successfully placing women and minority candidates in many of our recruitments. Diversity recruiting is an area of focus, and our firm has a vast pool of resources at our fingertips to provide outreach on an industry-wide basis to the public and private sector for qualified candidates nationwide. We pride ourselves on transparency, flexibility, and quality work.

As K&A's Recruitment Manager, I am pleased to introduce Gary Palmer. Gary, a former city manager and long-term Michigan resident, will be your Project Manager for all recruitment efforts with K&A Recruiting's outstanding team backing him up. You can reach him at (510) 345-3954 or [gpalmer@koffassociates.com](mailto:gpalmer@koffassociates.com) or contact me at (510) 495-0448 or [frojas@koffassociates.com](mailto:frojas@koffassociates.com).

Sincerely,

Frank Rojas  
Recruitment Manager



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## BUSINESS INFORMATION

Koff & Associates (“K&A”) is a full spectrum, public-sector human resources and recruiting services firm founded by Gail Koff in 1984 and has been assisting cities, counties, special districts, other public agencies, and non-profit organizations.

As of April 30, 2021, we merged with Arthur J. Gallagher, thereby expanding our footprint, and are now officially “Koff & Associates, a division of Gallagher Benefit Services, Inc.”. Our headquarters are in Berkeley, CA, and we have satellite offices in Southern California, the Central Valley, the Sacramento Region, the Western U.S. Region, and now in the Southeast. GALLAGHER BENEFIT SERVICES, INC. is our legal name. We are publicly traded Delaware company, and the FEIN is 36-4291971.

## EXPERIENCE AND QUALIFICATIONS

With 37 years of HR experience, K&A Recruiting knows public sector employment inside and out. We are familiar with public sector organizational structures, agency missions, operational and budgetary requirements, and staffing expectations. Our team is ready to support you at any level you wish – providing sourcing expertise, full-cycle recruitment at the start of your search through the start date of your newest employee, and everything in between.

We build enduring relationships	K&A Recruiting provides personal attention to and creates long-term relationships with our clients. Because we care about and understand your organization’s people, culture, leadership, and unique needs, we identify highly qualified candidates to support your goals.
We value strength in diversity	We source top talent reflective of the communities you serve. With our focus on inclusion, networking and partnering with minority-based associations, utilizing bias-reducing tools, and drawing from our own employees’ certification training, we are leaders in public sector Diversity and Inclusion.
We leverage innovative search technology	K&A Recruiting uses advanced programs and unique sourcing methods to identify candidates which traditional recruiting strategies might have missed. We continuously gather and analyze important data points and are always looking ahead at how we can use information technology to better serve you.

Our long list of clients is indicative of our firm’s reputation as being a quality organization that can be relied on for producing comprehensive, sound, and cost-effective results. K&A Recruiting is “hands on” and responsive with the ability and expertise to identify the ideal candidates for Finance Director.

K&A Recruiting uses its vast network to leverage recommendations and referrals of past clients in combination with modern sourcing techniques and technology to build the best candidate pools in the market. We are a team of true recruiters with over 60 years of combined experience. Our work speaks for itself, and our primary goal is to provide professional and technical consulting assistance with integrity, honesty, and a commitment to excellence.



## RECENT SUCCESSFUL RECRUITMENTS

Agency	Title	Year Completed
City of Oxnard	Public Works Director, Asst. Public Works Director (2), Chief Financial Officer, Purchasing Manager, Controller, Communications & Marketing Manager, Assistant City Attorney, Civil/Traffic Engineers	Current/2020/2019/2018
City of San Diego	Director of Transportation	Current
County of San Mateo Transportation Authority	Deputy Director, Transportation Authority	Current
City of Glendale	City Manager	2021
County of Riverside	County Executive Officer	2021
City of Salinas	City Manager, Finance Director	2021
Kensington PP&CDD	General Manager	2021
City of Colton	Public Works & Utility Services Director	2021
City of San Bernardino	Finance Director, Director of Animal Services	2021/2020
City of Carson	Public Works Director, Community Services Director, City Manager	2021/2020/2019
City of Ontario	Economic Development Director	2021
City of Redlands	Director, Municipal Utilities & Engineering, Fire Chief	2021/2020
County of Orange Social Services Agency	Division Director (3), Deputy Director	2021/2020/2019
County of Tulare	Director of Human Resources & Development, Director of Information & Communications Technology	2021/2020
City of Millbrae	Director of Finance, Community Development Director	2020
City of Berkeley	Operations Manager (2), Public Works Director, Asst. City Attorney, Health Housing & Community Services Director	2021/2020
City of Avondale	Development & Engineering Services Director, Economic Development Director	2020/2019
City of Redlands	Fire Chief, Director of Municipal Utilities & Engineering	2020
City of Shafter	City Manager	2020
City of Ontario Municipal Utilities	Assistant General Manager	2020



City of Bell	Director of Community Development	2020
City of Los Angeles	Human Resource & Payroll Project Manager (ERP implementation)	2020
County of San Bernardino	Public Works Director, Human Resources Director, Assistant HR Director, Director of Land Use Services, Regional Parks Director	2020/2019/2018
Orange County LAFCO	Assistant Executive Officer	2020
LA Metro	Chief Ethics Officer	2020
Orange County Fire Authority	Purchasing Manager, Fleet Manager, Human Resource Director	2020/2017
City of Banning	Director of Administrative Services, Director of Parks and Recreation	2019
City of Santa Ana	City Manager, Parks & Recreation Director	2019
City of Bell Gardens	City Manager	2019
City of Anaheim	Deputy Planning Director, Engineering Manager, Buyer	2020/2018/2016
City of Garden Grove	Finance Director, City Manager	2019/2016
City of San Marino	City Manager	2018
County of San Luis Obispo	County Administrative Officer	2018
County of Imperial	County Executive Officer	2018
City of Avalon	City Manager	2018



Koff & Associates  
A Gallagher Company

## PROJECT TEAM

### **Frank Rojas** **Recruitment Manager**

Frank brings more than thirty (35) years of recruiting experience from the highly competitive direct placement and contract labor industries as well as the corporate environment. He has significant experience placing corporate leaders, executive, professional, and technical staff including individual contributors for government sector, non-profits, aerospace, architectural and engineering, information technology, petroleum and chemical, energy, power, civil/structural, transportation and private industry.

Frank began his career in Contract Labor and over the next 20+ years launched seven start-up offices in several states and locations providing direct placement and contract support to hundreds of clients in virtually all industries and levels of talent. He continued his career in the non-profit environment managing and building talent acquisition support during significant growth periods. Having been a speaker at several networking and career coaching venues, Frank believes in utilizing traditional recruiting methodology with social media.

In addition to recently completing recruitments for City of Ontario, County of Riverside, County of Tulare, City of Salinas, and City of San Diego, recent successful efforts include positions of County Executive Officer, Director of Human Resources & Development, City Manager, Finance Director, Chief Ethics Officer, and Director-level hires for Information Technology, Social Services, Public Works, Economic Development, Community Services, Animal Services, and Division/Site General Managers.

Frank has been named in the top 1% viewed profiles on LinkedIn and has established a strong client and customer base through trust, effective recruiting, relationship building, and teamwork.



## PROJECT TEAM, Cont.

### **Gary Palmer** **Executive Recruiter**

Prior to joining Koff & Associates, Gary worked in local government for over 20 years with his last position being City Administrator for the City of Roswell GA in metro Atlanta. After his first of two tours as an active-duty US Marine, Gary was sworn in as a police officer in the Washington DC area. Looking to further fulfill his passion for public service, Gary proceeded to work his way through the ranks in several cities serving as: Geographic Systems Analyst, City Planner, Grant Manager, Community Development Director (Metro Detroit), Assistant Town Manager, Town Manager (Knoxville TN) and most recently as City Administrator.

Gary understands leadership, what it looks like, and is dedicated to bringing it to our clients. Having led all City departments gives Gary inside knowledge of the dynamics within local government and ability to ask the right questions so he can find the best leader to address the client's needs. Moreover, Gary has the unique ability to tap into the many veteran networks to recruit proven leaders. Gary's recruiting experience includes Police Chief, Fire Chief, Finance Director, Transportation Director, IT Director, Chief Information Officer, Community Development Director, and Parks and Recreation Director.

Gary has expertise in the following areas: city/county management, public safety administration, personnel management/coaching, budgeting and finance, land use, community and economic development, performance management and innovation. Additionally, Gary has extensive experience working closely and directly with elected officials on their individual and collective initiatives such as strategic planning, master planning, organizational/leadership development, and personnel management.

Gary has served on numerous inter-agency boards, panels, commissions, and councils throughout his career and has been heavily involved in the International City/County Manager's Association (ICMA). He is a graduate of Leadership ICMA 2010, the Senior Executive Institute at the University of Virginia, and the Senior Executives in State and Local Government at the Harvard Kennedy School. He is a Credentialed Manager through the ICMA, Certified Planner through the AICP, and Certified Municipal Finance Officer through the State of Tennessee. Gary's formal education includes a Master of Public Administration.

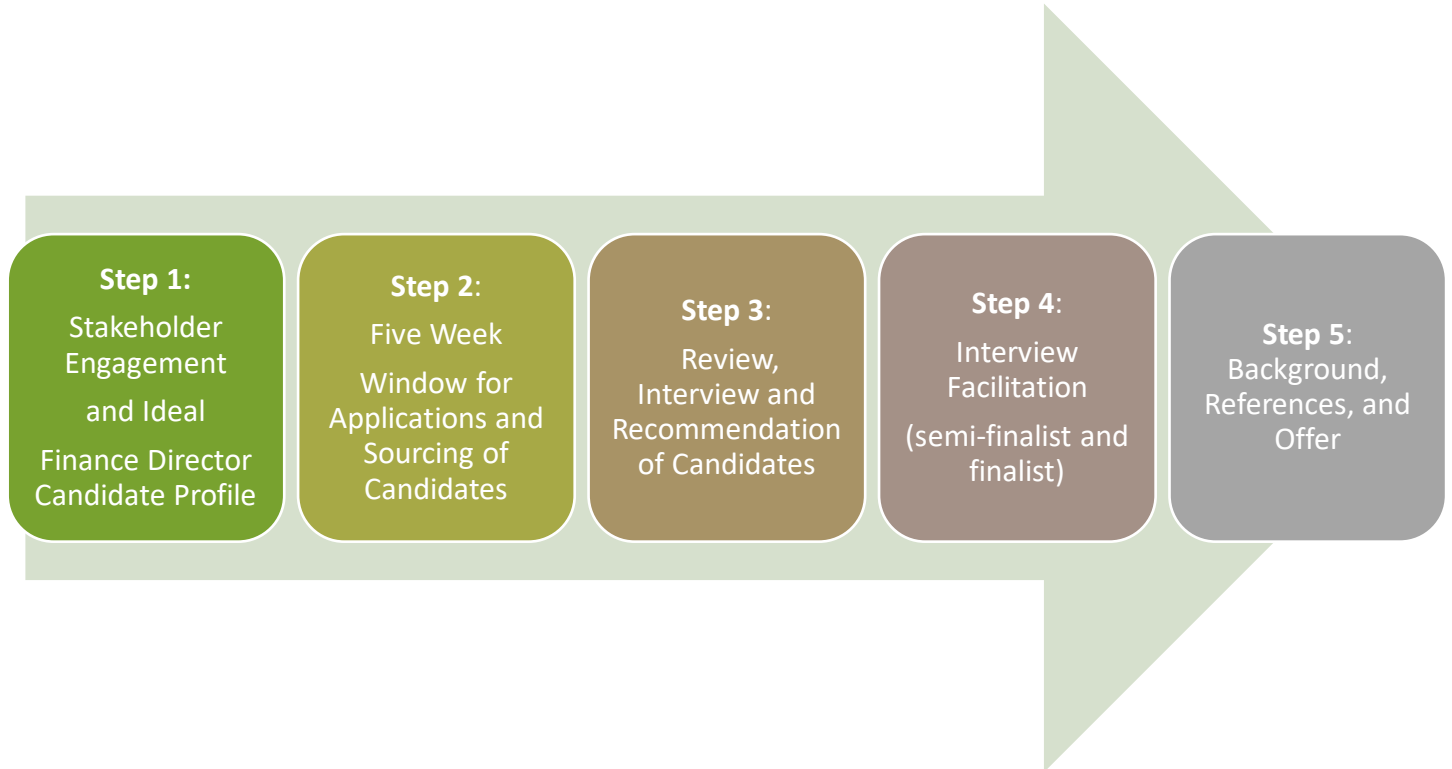


## PROJECT APPROACH/METHODOLOGY

Our philosophy ensures thorough, thoughtful, and strategic sourcing, evaluation, selection, and vetting of candidates. This includes focused advertising including websites and publications specific to women and minority candidates, business media, outreach emails to perspective candidates and referral sources, contacting users' groups and associations, and of course picking up the phone and proactively calling passive professionals that may not otherwise be looking.

K&A Recruiting will provide weekly progress reports to the City Manager and participate in conference calls and/or onsite meetings as requested.

We are responsible for ensuring compliance, adhering to, and maintaining all legally mandated documentation throughout the process.





## Step 1 Ideal Candidate Profile

The development of a desired profile for the ideal Finance Director is crucial for a successful search process.

We will work closely with the City Manager's Office and other stakeholders in identifying and/or developing:

- The various organizational needs, vision, values, mission, goals & objectives, strengths, challenges, opportunities, and culture of the organization;
- Position competency requirements, i.e., knowledge, skills, and abilities;
- Personal and professional attributes required of and priorities for the next Finance Director;
- Type of working relationship the City Manager desires with the next Finance Director;
- Advertising in conjunction with a national outreach campaign;
- Compensation levels; and
- Schedule of deliverables from K&A Recruiting.

At the conclusion of our meetings with the City Manager and other stakeholders as directed, there will be a clear consensus of the key qualifications and characteristics of the position and the process, action plan, and timetable to be utilized for the recruitment process.

We understand the importance of successfully engaging your organization and community on this critically important position. K&A Recruiting can create and execute a plan to engage your staff, and community partners (residents & businesses) to include digital surveys and small group discussions. We would want to work with your experts, the city staff, to come up with the best engagement plan for this recruitment process.

### **Brochure Design & Posting**

Following the development of the candidate profile, a professionally produced recruitment brochure will be prepared in coordination with the City Manager's Office prior to posting. The brochure will highlight the strengths of the City of Petoskey and the surrounding region; such as the important connection to Little Traverse Bay and Lake Michigan, the natural beauty and environment, and connection to tourism. The brochure will also feature the City's organizational structure and services, its mission and goals, pertinent facts regarding the position, and necessary and desirable candidate qualifications.





## Step 2 Five Week Window of Application & Sourcing

Our effort will include a variety of activities designed to build the best available candidate pool. Our techniques and methodologies allow us to source from our vast public sector networks, extensive pools of potential candidates, and referral sources.

In coordination with the City Manager's Office, K&A Recruiting will:

- Proactively search for, identify and recruit prime prospects;
- Provide each potential candidate with access to the recruitment brochure;
- Capture interested candidates in our recruitment project database; and
- Provide representative data to the City Manager's Office including candidate documents, interview notes, and an outline of the recruitment process.

## Step 3 Recommendation of Candidates

K&A Recruiting will provide the City Manager's Office with a report of the leading candidates to further narrow the pool to the most highly qualified, and to establish best organizational fit of each potential finalist. This screening process is specifically designed to assess the personal and professional attributes the City Manager and other stakeholders have identified and will focus on each candidate's ability, technical competency, and fit with the City of Petoskey values, culture, and needs. Our assessment will consist of:

- Experience and qualifications;
- Professional fit based on City Manager's criteria;
- Cultural fit based on our understanding of important intangibles;
- Clarity of any issues identified in the submitted documents;
- Reasons for position interest,
- The level of commitment to the position and the organization; and
- Other issues, including salary requirements.

## Step 4 Interview Facilitation

We will advise and develop interviewing strategies and a menu of key questions that will help analyze candidates' qualifications and management/workstyle. We will facilitate all necessary communications with the City Manager's Office and candidates to ensure everyone is well prepared.

Interview questions will be designed to elicit information, not only about each candidate's technical skillset and experience but also their leadership skills, adaptability, political astuteness, self-awareness, and other important aspects of the ideal candidate profile.

Questions, evaluation tools, and additional materials will be assembled in intuitive and user-friendly on-site interview binders. We will also use evaluation criteria agreed to by the City Manager's Office.

Our Project Manager will coordinate interviews, interview schedules, and finalize the process. We will provide oversight during the semi-final and final panel interview process and facilitate a focused discussion with the interview panel at the beginning and conclusion of the interviews to identify the most qualified candidate(s) for



final interviews. Finalist interviews will be facilitated in the same fashion as semi-finalist interviews. K&A Recruiting will facilitate as many virtual or in-person interviews of finalists as the City Manager and interview panel need in order to select the best candidate for appointment.

### Step 5 Background, References, and Offer

K&A Recruiting will conduct thorough reference and background checks for the final candidate. We start with employment and professional references. We provide a full service by calling each reference and having an in-depth discussion covering the candidate's strongest business characteristics, work style, interpersonal skills, and position-specific knowledge. All references will be documented and presented in a concise user-friendly manner.

Background checks are conducted in coordination with a third-party firm that will verify educational degrees and confirm clear driving records, criminal records, and financial history/credit. Safety for the organization and community is our priority, so rest assured that we contract with a background firm that meets or exceeds the reporting requirements of a governmental office.

K&A Recruiting can facilitate and lead the negotiations of the final terms and conditions of employment, such as the compensation package, benefits, and other perquisites (perks). We will notify all candidates not selected as finalists for the position.



## Project Schedule

Following is an estimated project schedule which includes time to allow for engagement if needed. Fourteen (14) to sixteen (16) weeks to completion should allow enough time for all steps of the process and client schedules.

Weeks	4	6	8	10	12	14	16
Step 1							
Step 2							
Step 3							
Step 4							
Step 5							



## REFERENCES

We are proud of our past recruitment work with clients to successfully place candidates to meet their organization's needs.

Recruitment & Agency	Contact
City of Oxnard CA  Public Works Director, Asst. Public Works Director (2), Chief Financial Officer, Purchasing Manager, Controller, Communications & Marketing Manager, Assistant City Attorney, Civil/Traffic Engineers	Lisa Baker Assistant Director, Human Resources 805-385-7596 <a href="mailto:lisa.baker@oxnard.org">lisa.baker@oxnard.org</a> 4300 W. Third Street Oxnard, CA 93030
City of Redlands CA  Director, Municipal Utilities & Engineering Fire Chief Manager, Municipal Utilities	Tommi Ng Asst. Director, Risk & Human Resources 909-708-7679 <a href="mailto:tng@cityofredlands.org">tng@cityofredlands.org</a> 35 Cajon Street Redlands, CA 92373
City of Carson City CA  Director of Public Works Director of Community Services City Manager	Faye Moseley Director of Human Resources and Risk Management 310-952-1735 <a href="mailto:fmoseley@carsonca.gov">fmoseley@carsonca.gov</a> 701 E. Carson Street Carson, CA 90745
City of Salinas CA  City Manager Finance Director	Marina Horta-Gallegos Human Resources Director 831-758-7417 <a href="mailto:marinah@ci.salinass.ca.us">marinah@ci.salinass.ca.us</a> 200 Lincoln Avenue Salinas, CA 93901
City of Roswell GA  Police Chief Fire Chief Recreation and Parks Dir.	Jim Harner Human Resources Director 770-594-6440 <a href="mailto:jharner@roswellgov.com">jharner@roswellgov.com</a> 38 Hill Street Roswell GA 30075



## PRICING PROPOSAL

### Project

- Finance Director Recruitment

### Professional Fee and Expenses

- \$15,000 flat service fee plus not to exceed \$4,000 in related expenses.
  - Expenses include brochure development and design, marketing and advertising, printing and shipping, associated consultant travel, and background. The \$4,000 is a not to exceed amount, but may end up being less.
  - Expenses will be billed in correlation to the steps described.

*Note: Expenses do not include candidate travel.*

### Placement Guarantee

K&A Recruiting is committed to recommending only the most qualified candidates who not only meet all the necessary requirements and qualifications but are also a cultural fit for the unique needs of the City of Petoskey. We proactively recruit for each search effort until a successful candidate is placed.

We therefore promise to present a slate of candidates to the city that includes only those individuals who have passed through our strict screening processes and have been identified as potential ideal matches for the position requirements. Should the City Manager or interview panel disapprove of all final candidates and/or should none of the final candidates pass the final interview and reference check process, we will work to find a new slate of candidates at no added cost, with the possible exception of necessary advertising.

In addition, for executive and mid-management positions that we have filled, should the incumbent leave the position or be terminated from employment within 12 months of hire due to performance issues we promise to conduct a one-time additional executive search to identify a replacement and only charge related expenses as described in the Pricing Proposal.

Overall, K&A Recruiting's retention rate during the first 12 months of hire is very strong and has been at over 95% over the last 37 years.



## Recruiting Process During Covid-19 Crisis

We will work to counterbalance market forces and build a pipeline of potential candidates through strong marketing and branding efforts, including videos, job postings, and a social media campaign. Our ongoing communication with candidates helps with reputation and keeps them engaged; so, when there is an opportunity that matches their background, we reduce the time-to-hire. As always, communication is key. Candidates who experience a warm, communicative recruitment experience are more likely to maintain their interest and are more likely to feel welcomed into the organization. The recruitment experience is the first touch point with your future new employees and a crucial factor in employee engagement and tenure.

We have embraced the virtual interview. The push into virtual technologies due to the pandemic was generally new for many public agencies. Our crystal ball tells us that virtual interviewing is not going away regardless of how the public sector world evolves going forward beyond the pandemic. In other words, virtual interviewing may have become a necessity during a temporary crisis, but it is not a temporary strategy that should fall to the wayside after the crisis is over. How we communicate in virtual interviews is essential and will continue to be going forward.

To conduct an effective virtual interview, simple steps can be taken to ensure a predictable and high-quality process. We will be clear on exactly how the interview process will go and what candidates should expect. We are savvy at navigating the technology and can help with technical challenges on the fly. Coaching panel members to continue to maintain a professional demeanor during virtual interviews, and eliminate smart phone or competing screen distractions, just as you would in person, can also help the process.

## K&A Recruiting Organizational Diversity Statement

This statement reaffirms our commitment to affirmative action efforts and providing equal employment opportunity to all employees and applicants for employment in accordance with equal opportunity and affirmative action laws.

We affirm our personal and official support of these policies which provide that K&A Recruiting is committed to the implementation of the affirmative action policies, programs, and procedures included in this plan to ensure that employment practices are free from discrimination. Employment practices include but are not limited to, the following: hiring, promotion, demotion, transfer, recruitment or recruitment advertising, layoff, disciplinary action, termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. We will provide reasonable accommodation to applicants and employees with disabilities.



## OTHER: INSURANCE CONSIDERATIONS

We will submit and support the levels of coverage and endorse the City with our General Liability coverage upon award of a contract for the project.

Workers' Compensation: Statutory Limits

Commercial General Liability: \$2,000,000 per occurrence

Professional Liability (Errors & Omissions): \$1,000,000 per occurrence

Automobile Insurance: \$1,000,000 per occurrence

We will be pleased to sign the City's professional services contract for recruitment services and respectfully request that the City allow for a period of negotiation of certain terms in the professional services contract related to liability, indemnity, insurance, and other terms. We have found that we have always come to an agreement with all our clients in the past and appreciate the flexibility in reviewing certain terms in a collaborative fashion between our legal counsels.





Koff & Associates  
A Gallagher Company

## SIGNATURE PAGE

We thank you for your consideration of our proposal. We are committed to providing high quality service and investing in a long-term partnership.

This proposal is valid for ninety (90) days.

Respectfully submitted,

By: KOFF & ASSOCIATES

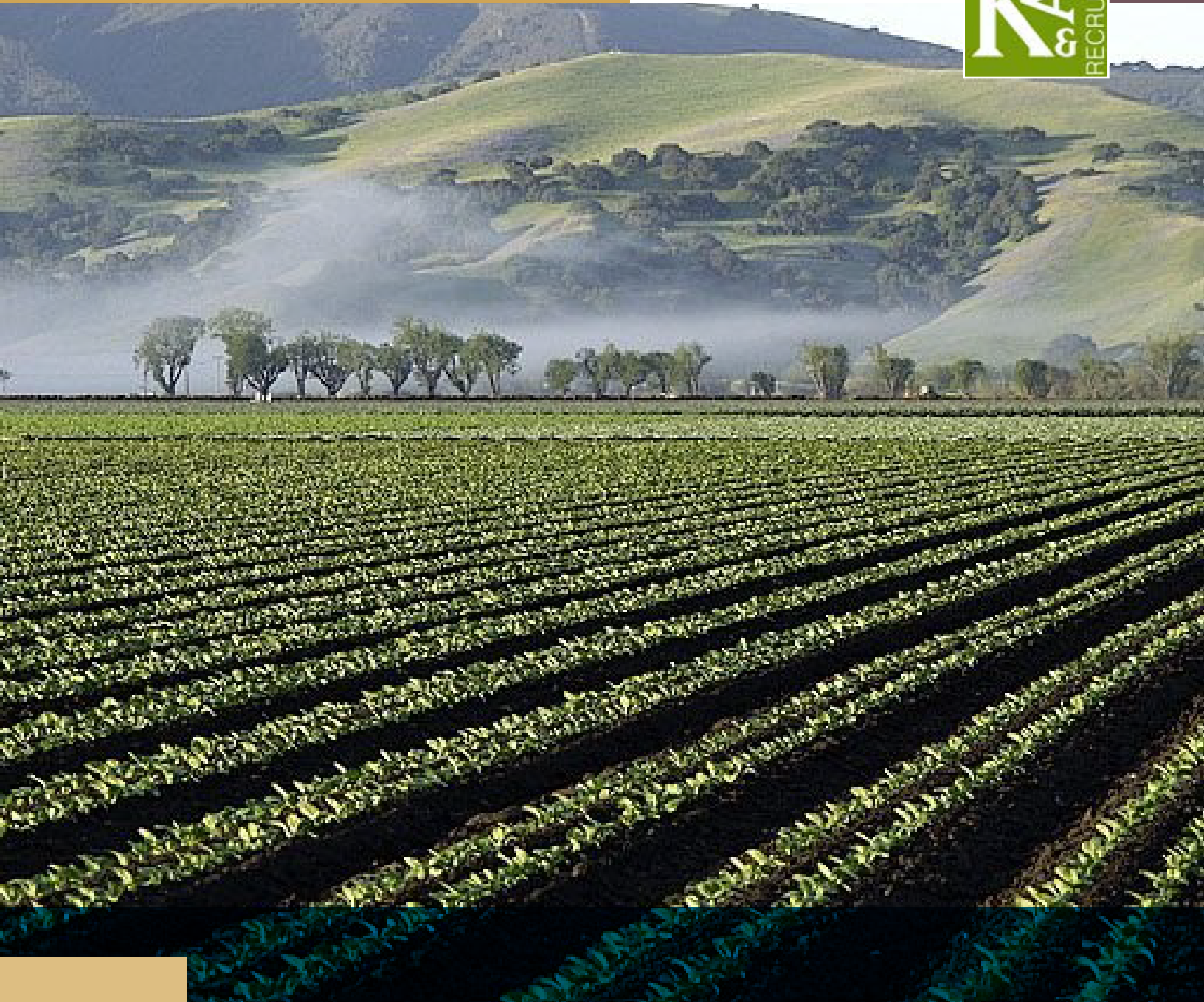
State of California

Frank Rojas

Date: August 26, 2021

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Recruitment Manager



# Finance Director



## THE COMMUNITY

The City of Salinas is the 34th largest City in the state with a population of approximately 155,205. Salinas is located in beautiful Monterey County, and is the County seat. Just 40 minutes south of the heart of the nation's high-tech industry, Silicon Valley, the City has the largest population in California's Central Coast, is a multicultural and diverse community and a key asset in today's global economy. The region also boasts spectacular scenery, from breathtaking mountains and valleys, to the beauty of the sun, sand, sea, and soil. Salinas serves as the main business, governmental and industrial center of the region. The marine climate is ideal for the floral industry, grape vineyards, and vegetable growers. Salinas is known as the "Salad Bowl of the World" for its large, vibrant agriculture industry. The City is rich in diversity with an approximate 75% Hispanic population and a median age of 34, which allows for various cultural family activities and world class annual events such as the California Rodeo Salinas, El Grito Festival, Forbes Ag Tech Summit and world-renowned amenities right next door, including the Pebble Beach Golf Resort and the Monterey Bay Aquarium. Salinas is home to Hartnell, a robust community college, along with being just minutes from Cal State Monterey Bay. The City is also home to a wealth of cultural and historic assets, including the California Welcome Center/Regional Heritage Center and the National Steinbeck Center – the only museum in the country devoted to a single author - along with Steinbeck's family home. Salinas is the birthplace of John Steinbeck.

Although agriculture forms the economic base, more than 100 manufacturing, financial, and medical related firms call Salinas home. Salinas has a global reputation as an agriculture and innovation hub, it is a source for agricultural research and resources and is developing the latest technology and advancements. Some of the largest employers in the city include the County of Monterey, Taylor Farms, D'Arrigo Bros, and Salinas Valley Memorial Hospital.

Visitors can also explore the nearby Monterey Peninsula: the historic missions of San Juan Bautista, Soledad, Carmel and San Antonio de Padua, the world class wineries of South Monterey County and the beauty of nearby beaches and Pinnacles National Monument.

## CITY GOVERNMENT

The City of Salinas was incorporated in 1874 and became a Charter City in 1903. The City operates under a Council-City Manager form of government. The seven-member City Council includes six members elected by district for four-year staggered terms on a nonpartisan basis, plus the Mayor who is elected at-large and serves a term of two years. The City employs 530 full-time staff with 200 additional temporary employees. The total Operating and Capital budget is \$189 million. The City Manager leads and directs eight departments which include Administration, Community Development, Finance, Fire, Human Resources, Library and Community Services, Public Works, and the Police Department.

## THE DEPARTMENT

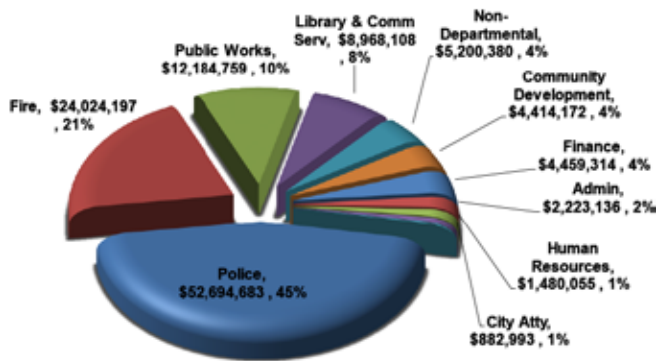
The Finance Department provides coordination and direction of all fiscal operations of the City. This includes, but is not limited to:

- ❖ Directing, monitoring, and controlling all assets and financial operations of the City.
- ❖ Providing a framework for financial planning and analysis to support the operation and management of all City Departments.
- ❖ Financial administration of the Successor Agency to the former Salinas Redevelopment Agency, Assessment Districts, Enterprise Operations, Internal Services and Trust Funds, and the City's General Fund.
- ❖ Managing a staff of approximately 25 I.T. and Finance professionals.

Departmental responsibilities include long-range financial planning, budget management, accounts receivable and payable, payroll, retirement administration, general accounting and reporting, debt administration, purchasing, revenue and licensing, information technology and assessment district administration.



**General Fund & Measure E & G FY 2020-21  
Expenditure Budget \$116,765,183**



## THE POSITION

The Finance Director plans, organizes, directs, and reviews the activities of the Finance Department including accounting, treasury management, revenue and licensing, information systems, purchasing, and central services; provides coordination and direction of all fiscal operations of the City including directing, monitoring, and controlling the assets and financial operations of the City; provides a framework for financial planning and analysis to support the operation and management of all City departments; oversees the resources and activities of the City-wide Information Technology (IT) function; and offers professional and technical staff assistance. This position assists in the preparation, implementation, and control of the City's annual operating and capital improvement budgets. The incumbent will coordinate, review, evaluate, and recommend improvements to the City's administrative and financial internal control systems and procedures, ensure audit compliance, administer deferred compensation programs and retirement plans, as well as the bonded indebtedness of the City. The Finance Director serves as City Treasurer and acts as fiscal officer for non-City agencies, prepares written and oral reports to staff, commissions, and City Council and performs other related duties as needed.

## CURRENT PRIORITIES AND OPPORTUNITIES

- ❖ Promote a culture of learning and communication that ensures the community is well informed while providing a high level of transparency, ethics, and confidence in local government.
- ❖ Provide financial guidance relevant to operational expenditures and closing budget gaps.
- ❖ Emphasize government transparency, trust, and accountability.
- ❖ Continue to enhance team building and interdepartmental collaboration.

- ❖ Develop an understanding of the City's diversity and ways to meet the needs of each unique population, and find commonalities to unify and build a stronger sense of community.
- ❖ Build a foundation of community involvement through access of information including policy direction and providing a voice and open communication to and from the general public.
- ❖ Hire a new Assistant Finance Director.

### The Salinas Plan:

The Salinas Plan is a Ten-Year Plan designed to provide the City with a path forward on maintaining a long-term balanced, sustainable budget while preserving City services and addressing the affordable housing crisis.

## THE IDEAL CANDIDATE

The ideal candidate will be an honest, collaborative, and confident leader with excellent supervisory skills; a strong communicator able to write reports with clarity and verbally articulate fiscal concepts to all levels of audiences. The Finance Director will manage a solid team and should have a willingness to delegate, and be a mentor, willing and able to develop staff. It is important for this individual to keep abreast of the American Rescue Act and be able to oversee multiple grants. The incumbent will be a responsible steward for the community, City staff, and leadership, and align decisions in support of the Salinas Plan. The ideal candidate will have a proven track record in implementing efficiencies, allowing the Department to assist the organization in achieving its financial goals.

The successful candidate will have demonstrated expertise and a solid track record in municipal finance and budget management, agency administration, and the ability to maintain collaborative relationships with City Council, staff, and the community. Excellent interpersonal abilities are necessary to build and maintain solid relationships with elected officials, regional business partners, union representatives, staff, and the community through open and respectful dialogue. It is important to engage and embrace the cultural diversity of the City.

### Key Attributes and Characteristics

- ❖ A strong leader who shares the vision of the council and community, and can advocate, articulate, and implement that vision. A manager who is able to blend innovation and creativity, someone who can think outside the box.
- ❖ A professional who can lead the organization with a commitment to uphold the values of Salinas, including valuing positive employee working relations and respecting the richness of cultures and diversity.

- ❖ A friendly approachable leader who can ensure quality customer service.
- ❖ Diplomatic, being known as a people person with an engaging style that is comfortable interacting with a wide spectrum of individuals and one who welcomes dialogue and discussion.
- ❖ A decisive, seasoned leader with the highest integrity, character, and ethics.
- ❖ Honest, with the ability to maintain and build trust and actively listen.
- ❖ Technologically astute, who recognizes the value of harnessing and integrating the benefits of cutting-edge technology for city government and for residents.
- ❖ A proven understanding of budget/structural deficits and the willingness and the ability to bring teams together to find solutions to challenging issues.
- ❖ An outstanding fiscal manager, able to develop and implement plans to expand the tax base, obtain grants, and manage costs.

## MINIMUM QUALIFICATIONS

- ❖ Bachelor's Degree in Public Administration, Business, Accounting, Finance, or a related field.
- ❖ Master's Degree (MA/MS) is highly desirable.
- ❖ Eight (8) years of senior-level municipal management experience in a public service setting with extensive experience working with a City Council or a Board of Supervisors.
- ❖ Four (4) or more years of senior management experience in local government of a comparable size to the City of Salinas is helpful.

## COMPENSATION AND BENEFITS

**The salary range for the Finance Director is \$144,048 - \$175,080 DOQ**

The City offers an attractive benefits package which includes:

- ❖ CalPERS Retirement Plan –The City participates in the California Public Employees' Retirement System (CalPERS) under a 2% @ 55 formula for Classic members. New members, as defined by PEPPA, are under a 2% @ 62 formula.
- ❖ 457/401(a) Compensation – City-paid contribution based on months of service with the City.
- ❖ Health Insurance – The City currently pays 95% of the premium for the level of coverage the employee has selected, up to 95% of the PERS Choice Plan premium. The City pays the full amount of premiums for dental and vision plans.
- ❖ Holidays – 12 per year.

- ❖ Annual Leave – May be used for vacation and/or sick leave. Leave is accrued at a rate of 37 days per year for the first five years; 42 days per year for years six through ten, with additional longevity increase in annual leave after ten years of employment.
- ❖ Life Insurance – Term life insurance in the amount of \$150,000.
- ❖ Bilingual Pay - \$75 per pay period if Spanish is used in the course of his/her job duties (subject to passing a City-administered bilingual exam and administrative approval).
- ❖ Auto – City assigned vehicle or \$750 per month auto allowance.

## APPLICATION PROCESS AND RECRUITMENT SCHEDULE

**The final filing date is Friday, May 28, 2021.**

To be considered, please submit a resume, cover letter, and five work related references (who will not be contacted in the early stages of the recruitment) to: [koffassociates.com/finance-director-2/](mailto:koffassociates.com/finance-director-2/).

Resumes should reflect years and months of positions held, as well as size and budgets of past organization(s).



For additional information, please contact:

Frank Rojas  
Recruitment Manager  
Phone (510) 495-0448  
[frojas@koffassociates.com](mailto:frojas@koffassociates.com)  
Website: <https://koffassociates.com/>

Resumes will be screened based on the criteria outlined in this brochure. Candidates with the most relevant qualifications will be given preliminary interviews by the consultant. Koff & Associates will report the results to the City. The City will then select candidates to participate in City interviews on **June 17**. Extensive reference and background checks will be completed on the selected candidate.





# **Proposal to provide Sourcing & Screening Services for the City of Petoskey's next Finance Director**



## **Leadership is Key to the Sustainability of Any Organization**

*Character, integrity, and the commitment of a leader inspires those in the workplace to go the extra mile and can greatly influence the team's success in achieving its objectives.*

**Finding great leaders is what we do!**



**Executive Recruitment**

*Interim Staffing. Application Software. Job Board.*

## **STATEMENT OF QUALIFICATIONS**

### **ABOUT PROTHMAN**

Prothman specializes in providing national executive recruitment services to cities, counties, districts, and other governmental agencies throughout the western United States. Headquartered in the greater Seattle area, Prothman is known and respected for outstanding customer service, quality candidate pools, and depth of knowledge and passion for local government.

### **OUR EXPERTISE**

**Recruitment Knowledge and Experience:** The Prothman team has conducted over 550 recruitments and interim placements. We have read and screened over 15,000 resumes, and we have personally interviewed over 6,500 semifinalist candidates. We know how to read between the lines, filter the fluff, and drill down to the qualities and experiences required to be a good manager.

**Firsthand Knowledge of Local Government:** Every Prothman team member has worked in local government. Our talented consultants have a cumulative 175 years in local government service, with expertise ranging from organization management, police and fire management, human resources, finance, public works and elected official public service.

### **CONTACT INFORMATION**

Co-Owner: Sonja Prothman - sonja@prothman.com, 206.368.0050  
371 NE Gilman Blvd., Suite 310, Issaquah, WA 98027  
www.prothman.com  
www.prothman-jobboard.com  
Submittal Date: August 24, 2021

### **PROPOSED SCHEDULE**

<b>Date</b>	<b>Topic</b>
August 25, 26 & 27, 2021	Work contract and gather information for position profile. Send position profile for review and edits.
August 31, 2021	Post profile & start advertising
September 3, 2021	Send Direct Mail Job Announcement
September 26, 2021	Application Closing Date
Week of September 27 & October 4, 2021	Prothman screens applicants, schedules and performs semifinal interviews, and creates candidate packet for client.
Week of October 11 - 15, 2021	Work session to review semifinal candidates



## **STATEMENT OF QUALIFICATIONS - PROJECT TEAM**

### **Bill McDonald - Project Lead**

Bill is a senior consultant and has been associated with the Prothman team for over 15 years. With 42 years of experience in local government in Washington and Oregon, nearly 30 years of experience as a City Manager/Administrator, Bill's past service includes City Manager, Puyallup, WA, City Administrator, DuPont, WA, Interim City Manager, Fircrest, WA, City Manager, Snohomish, WA, and Clatskanie, OR, County Commissioner, Columbia County, OR, Assistant to the City Manager, Milwaukie, OR, and Criminal Justice Planner in Clackamas, OR. Bill has an MPA from Portland State University. His awards include the 2010 Excellence Award from the Washington City/County Management Association.

### **Sonja Prothman - Project Co-Lead**

As Co-Owner, Sonja directs the day-to-day operations of the Prothman Company and has over 13 years of experience in local government recruiting, interim placements, and organizational assessments. Sonja is a former councilmember for the City of Normandy Park, Washington, and brings to Prothman the "elected official" side of government – a vital perspective for understanding our clients' needs. Sonja also brings private sector expertise having worked with the Boeing Company where she was on the start-up team as lead negotiator for schedules and deliverables for the first 777 composite empennage. A Seattle native, Sonja earned a bachelor's degree in Communications from the University of Washington.

### **Barry Gaskins - Project Support**

Barry is responsible for candidate management. His attention to detail and understanding of timeliness to the customer and candidates is remarkable. Barry works with the lead consultant in following through with scheduling interviews, arranging candidate travel, managing candidate application packets, and assembly of candidate information to give to the client. Barry came to us from the Bill & Melinda Gates Foundation where he served as a Program Assistant for four years in the US Library Program. Barry earned his bachelor's degree from California State University in Los Angeles.

### **Jared Eckhardt - Project Support**

Jared has been a key member of the Prothman team for 7 years and is responsible for profile development and candidate outreach. Jared works one-on-one with the client for position profile development and works with Sonja and the lead consultant on each client's outreach strategies. Jared also functions as recruitment support as a secondary lead consultant on recruitments and special projects. Jared graduated from the University of Washington, earning his BA in Communications.

### **Madison Lindquist - Project Support**

Madison has been a member of the Prothman team for nearly 10 years and is responsible for Prothman's social media, direct mail outreach, website development and Online Application Service support. Madison works one-on-one with the client to ensure optimal outreach in all available social networking resources and works with clients who choose to use the Online Application Service. Madison also functions as recruitment support. Madison graduated from the University of Washington, earning her BA in Communications.

## **PROPOSED SCOPE OF WORK**

**COVID Experience:** We have successfully completed many recruitments during the current pandemic and social distancing regulations. We have implemented many levels of Zoom meetings with the client, including work sessions and final interviews with boards. We have held final interviews via Zoom to narrow the candidates down to the top one or two to be invited for a personal onsite interview. We have had a final candidate chosen based solely on the Zoom interviews and we have had boards narrow it down to one final candidate to bring in for in person interviews based on the Zoom interviews. We have also had final interviews where all candidates were on site and social distancing parameters and masks were adhered to. There is no cookie cutter here; we work with you to address your concerns and comfort level with social distancing and we provide a process that supports your needs.

### **1. Develop a Tailored Recruitment Strategy**

#### **Project Review**

The first step will be to:

- ◆ Review the scope of work and project schedule

#### **Information Gathering and Research (*Soliciting Input*)**

**We will meet via zoom/phone and spend as much time as it takes to learn everything we can about your organization.** Our goal is to thoroughly understand the values and culture of your organization, as well as the preferred qualifications you desire in your next Finance Director. We will:

- ◆ Meet with the City Manager
- ◆ Meet with Finance & HR staff, as directed

#### **Position Profile Development (*Identifying the Ideal Candidate*)**

We will develop a profile of your ideal candidate. Profiles include the following:

- ◆ **A description of the ideal candidate's qualifications**
- ◆ **Organization-specific information**
- ◆ **Community-specific information**
- ◆ **Compensation package details**
- ◆ **Information on how to apply**

### **2. Identify, Target, and Recruit Viable Candidates**

#### **Outreach and Advertising Strategy (*Locating Qualified Candidates*)**

**We recognize that often the best candidates are not actively looking for a new position--*this is the person we want to reach and recruit.*** We have an aggressive recruitment strategy which involves the following:

- ◆ **Print and Internet-based Ads** placed nationally in professional publications, journals, and related websites.
- ◆ **Targeted Direct Mail Recruitment Brochures** sent directly to city and county finance professionals who are not actively searching for a new position.
- ◆ **Focused Candidate Outreach and Networking** from our database of city/county finance professionals.
- ◆ **Posting the Position Profile on Prothman's Facebook and LinkedIn pages and on the Prothman website**, which receives over five thousand visits per month from potential candidates.

### **3. Conduct Preliminary Screening**

#### **Candidate Screening** *(Narrowing the Field)*

Once the application deadline has passed, we will conduct an extensive candidate review designed to gather detailed information on the leading candidates. The screening process has 3 key steps:

- 1) **Application Review:** Using the Position Profile as our guide, we will screen the candidates for qualifications based on the resumes, applications, and supplemental question responses (to determine a candidate's writing skills, analytical abilities and communication style). After the initial screening, we take the yes's and maybe's and complete a second screening where we take a much deeper look into the training, work history and qualifications of each candidate.
- 2) **Internet Publication Background Search:** We conduct an internet publication search on all semifinalist candidates prior to their interviews. If we find anything out of the ordinary, we discuss this during the initial interview and bring this information to you.
- 3) **Personal Interviews:** We will conduct in-depth videoconference or in-person interviews with the top 8 to 15 candidates. During the interviews, we ask the technical questions to gauge their competency, and just as importantly, we design our interviews to measure the candidate's fit within your organization.

#### **Candidate Presentation**

**We will prepare and send to you a detailed summary report and binders** which include each candidate's application materials and the results of the personal interviews and publication search. We can also send this information electronically if you prefer.

**We will meet with you via Zoom/Skype** and advise you of the candidates meeting the qualifications, our knowledge of them, and their strengths and weaknesses relative to fit within your organization. We will give you our recommendations and then work with you to identify the top 3 to 6 candidates to invite to the final interviews.

**The City of Petoskey handles all interviews and details from this point.**

#### **Fee & Expenses**

The fee for a Sourcing & Screening Recruitment is \$10,500, plus the cost for advertising and direct mail. We do not mark up the expenses and expense items include:

- Newspaper, trade journal, websites, and other advertising (\$1,400 - 1,700)
- Direct mail announcements (\$1,900 - 2,100)

#### **Warranty**

If a candidate is not chosen from the first pool of applicants, we will repeat the process with no additional fee, the only cost to you would be the cost for the advertising and direct mail.

## EXAMPLE OF POSITION PROFILE



# CITY ADMINISTRATOR

## \$130,603 - \$198,744

*Plus Excellent Benefits*

Apply by  
**August 8, 2021**  
*(open until filled)*

**PROTHMAN**





## THE COMMUNITY



Located on the western border of the state of South Dakota at the mouth of Spearfish Canyon lies the City of Spearfish; a picturesque community surrounded by the luscious beauty of the Black Hills National Forest. Spearfish offers

something for everyone with its natural scenery, outdoor recreational opportunities, diverse economy, and overall quality of life.

Due to the area's natural geography and convenient location at the intersection of two major highways, new residents, visitors, and commerce are drawn to Spearfish and the area has experienced steady growth with an annual 1-2% growth rate. With roots in education, health care, tourism, mining, and timber, Spearfish's broad-based economy makes it a hub in western South Dakota, attracting people from across the Tri-State region to shop, dine, and utilize services in Spearfish. With an estimated population of 11,600, visitors and residents enjoy both indoor and outdoor activities and entertainment.

Spearfish is known as a thriving outdoor recreational paradise, during any season, with ample opportunities for hiking, biking, fishing, climbing, skiing, and more. More than half of Lawrence County, in which Spearfish is located, is public forestland. Compared to communities similar in size, Spearfish ranks near the top in acres of parks and green space. The city boasts over 130 acres of parkland with sports fields, facilities, and campgrounds. Lookout Mountain Park consists of 756 acres of mountain park land and provides hiking, biking, and horseback riding all while being surrounded by natural uplift which exposes the beautiful colors of white gypsum and red sandstone against the green vegetation. The City's Rec and Aquatics Center offers sporting courts, a cardio room, strength training rooms, a water park, and a food and beverage concession. Residents also find local golf courses, a disc golf course, museums, a variety of shops in the historic downtown, and locally owned and chain restaurants, coffee shops, cafes, breweries, and sports grills.

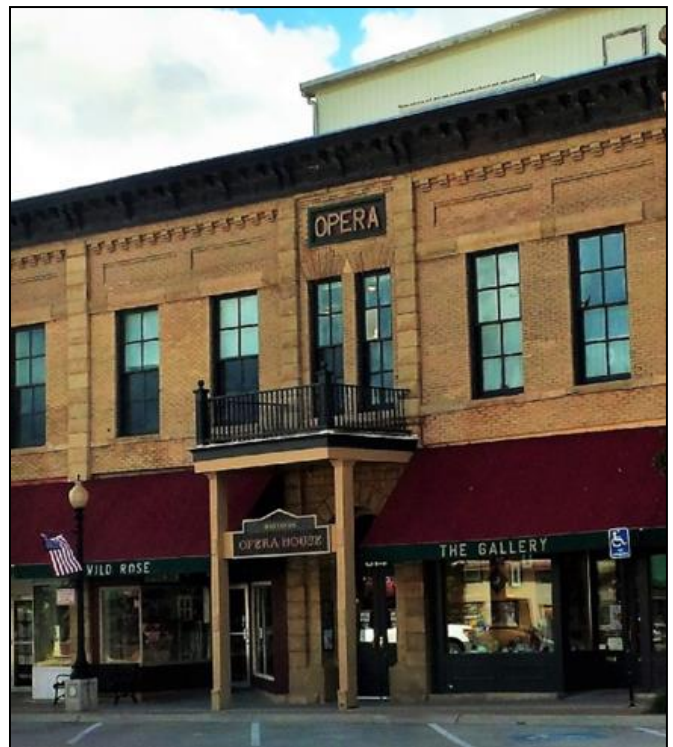
## THE CITY

Incorporated in 1888, the City of Spearfish operates with an aldermanic form of government. The city is divided into three wards with two Council members from each ward and a Mayor who is elected at large. The Mayor and Council each serve three-year terms.

The City of Spearfish operates with 106 FTEs, 20 part-time employees, and 90-100 temporary/seasonal employees. The city has a 2021 budget of \$53,276,666. The budget amount also includes a \$11,800,000 affordable housing development 2021 capital project.

## THE POSITION

Under the direction of the Mayor and Council, the City Administrator is responsible for directing, managing, and overseeing the day-to-day operations of Spearfish while planning for and providing guidance to the Council regarding future operations. The City Administrator oversees, directs, solves problems, and provides policy direction through the administration of all departments, offices, and agencies of the city; ensures the overall effectiveness of all city operations and the achievements of goals and objectives established by the Council.



The City Administrator has direct supervision over all departments and department directors: the City Attorney, City Engineer, Finance Officer, Human Resources Director, City Planner, Public Works Director, Public Safety Director, Library Director, Parks and Recreation Director, and the City Administrator Executive Assistant. To review the full job description, please view the attachment found by clicking [here](#).

## OPPORTUNITIES & CHALLENGES

**Stormwater Funding Source:** The city currently funds stormwater infrastructure improvements out of the sewer fund. Funding two utilities with one funding source has impacted the ability to make adequate repairs to the current infrastructure. The new City Administrator will have the opportunity to evaluate potential funding sources for the stormwater utility.

**Workforce Recruitment & Retention:** The city, like many organizations, has several key members of the team approaching retirement. Recruiting and retaining a talented workforce among all of the departments in a tight labor market will be a challenge.

**Inflationary Impacts:** Infrastructure, wages, and benefits, and many other major expenses for the city are rising faster than the revenues. An opportunity for the new administration will be to seek creative ways to increase revenues to fund increasing expenses.

**Community Growth & the Long-Term Impact on Utilities:** Spearfish has enjoyed a steady population growth of 1-2% over the last 20 years. As the community continues to grow, Spearfish approaches certain thresholds necessitating upgrades to core components of the infrastructure to include new wells, storage tanks, lift stations, trunkline upsizing, and expansion of the wastewater treatment facilities. Planning and budgeting for major infrastructure upgrades will be necessary.

**Cannabis Legalization:** Voters in South Dakota have recently voted to legalize cannabis for both medical and recreational use. Navigating the legalization of both medical and recreational cannabis will be an opportunity and challenge for the new City Administrator.

## IDEAL CANDIDATE PROFILE

### Education & Experience:

Knowledge and level of competency commonly associated with the completion of a baccalaureate degree in a course of study related to the occupational field. A Master's degree is preferred. Experience sufficient to thoroughly understand the diverse objectives and functions of the departments in the city in order to direct and coordinate work within the city. This is usually interpreted to require ten (10) years of related experience, with at least five (5) years in a leadership capacity.

Possession or ability to readily obtain a valid driver license issued by the State of South Dakota.



### Necessary Knowledge, Skills, & Abilities:

- Possesses knowledge of the operations, functions, programs, and procedures of all city departments.
- Maintains a physical presence and reliable attendance with the ability to respond at all hours when necessary.
- Possesses knowledge of the principles and practices of employee performance management and supervision.
- Ensures that the city is hiring, training, and retaining a qualified and professional workforce that complies with city policies, procedures, performance expectations, and safety culture.
- Prepares and submits an annual budget for all departments to the Council for approval; monitors budget to ensure short- and long-term economic success and departmental compliance with budget initiatives and directives.



- Possesses knowledge of relevant local, state, and federal laws.
- Responds to inquiries from the Council; provides updates, reports, oral presentations, and analysis to the Council as needed; makes formal recommendations to the Mayor and Council concerning the affairs of the city.
- Ensures that all terms and conditions in any contract or franchise to which the city is a party are faithfully kept and performed.
- Follows up with staff on actions of the Council to ensure compliance with and implementation of Council decisions, directives, policies, and ordinances.
- Coordinates relations with local, state, and federal agencies to lobby for policy initiatives, planning initiatives, and capital projects in the best interest of the city; represents the city at local, regional, and state meetings and conventions.
- Provides friendly, prompt customer service at all times to both internal and external customers.
- Ability to oversee and provide leadership for all departments of the city while planning for and providing guidance to elected officials regarding city operations.
- Ability to lead and work with a management team that is well developed, highly skilled and works well together.
- Experience as a relationship and team builder.

## COMPENSATION & BENEFITS

- **\$130,603 - \$198,744 DOQ**
- Family Health/Dental/Vision Coverage
- Paid Holidays
- Paid Vacation & Sick Leave
- South Dakota Retirement System (SDRS) Pension
- South Dakota Retirement System (SDRS) Supplemental Retirement Plans - Traditional 457(b) & Roth 457(b)
- \$10,000 Life Insurance Policy

**Please visit the City's website:  
[www.cityofspearfish.com](http://www.cityofspearfish.com)**



The City of Spearfish is an Equal Opportunity Employer. All qualified candidates are strongly encouraged to apply by **August 8, 2021** (first review, open until filled). Applications, supplemental questions, resumes, and cover letters will only be accepted electronically and can be uploaded once logged in. **To apply** go to **[www.prothman.com](http://www.prothman.com)**, click on "**Open Recruitments**" and select "**City of Spearfish, SD – City Administrator**" and click "**Apply Online**" or [click here](#).



**[www.prothman.com](http://www.prothman.com)**

371 NE Gilman Blvd., Ste 310  
Issaquah, WA 98027  
206.368.0050

## EXAMPLE OF INVITE LETTER



# CITY OF TACOMA

WASHINGTON

## CITY TREASURER

**\$118,123 - \$151,403**

First Review:  
**August 8, 2021**  
(Open Until Filled)

Apply at [www.prothman.com](http://www.prothman.com)

Dear Colleague,

Prothman is currently recruiting for the **City Treasurer** position for the **City of Tacoma, Washington**. We invite you to review the position details on the back page, and if you find that this position is not right for you, we kindly ask you please pass this on to other finance professionals who may be ready for this next step in their career.

Thank you for your consideration and help!

**PROTHMAN**



## THE COMMUNITY



Located at the foot of majestic Mount Rainier and along the shores of Commencement Bay, the City of Tacoma is a vibrant community that offers countless cultural and educational opportunities. The nearby Cascade and Olympic Mountain ranges, the ocean waters of the scenic Puget Sound, and the City's many parks which includes the 702-acre Point Defiance Park, each offer visitors and residents a wealth of unique outdoor recreational opportunities. Tacoma is centrally located just 32 miles south of the city of Seattle and 31 miles north of the state capital, Olympia. The City of Tacoma is also home to the Port of Tacoma, the seventh-largest container port in the United States. Like most cities in the northwest, Tacoma is surrounded by beautiful nature, giving residents many opportunities for outdoor adventures.

Largely suburban in nature with a small, but dense, urban core, Tacoma is home to a large number of institutes of higher learning that attract students from across the country. The University of Washington Tacoma, Pacific Lutheran University, University of Puget Sound, a satellite campus of the Evergreen State College, three community/technical colleges, and several trade and business schools are all within Tacoma's geographic area. Downtown's Cultural District is the site of the Washington State History Museum, Museum of Glass, the Tacoma Art Museum, and America's Car Museum.

## THE CITY, DEPARTMENT & POSITION

The City of Tacoma operates under a Council-Manager form of government. The City Council consists of a Mayor, five district representatives, and three at-large representatives. All serve staggered four-year terms. Appointed by the City Council, the City Manager administers the City's day-to-day operations.



With a population of approximately 217,000 residents, Tacoma is the second-largest city in the Puget Sound area and the third largest municipality in the state. Tacoma also serves as the center of business activity for the South Sound region which has a population of approximately million people. The City provides a full range of municipal services with approximately 3,500 FTEs and a total 2021-2022 biennial budget of \$3.6 billion.

The Finance Department is responsible for the financial operations of the City. The Finance Department is composed of seven divisions/offices – Accounting Services, Utilities Accounting, Procurement & Payables, Office of Management & Budget, Office of Risk Management, Tax & License, and the City Treasurer's Office. Each division/office is led by a division manager (the City Treasurer for the Treasurer's Office) who reports to the Finance Director and Assistant Finance Director/Controller. Collectively, these team members form the Finance Department's leadership team. The Finance Department has approximately 95 FTEs. The Treasury and Payroll division has approximately 12 full time employees, including a manager, who reports to the City Treasurer.

Under the direction of the Finance Director and Assistant Finance Director/Controller, the City Treasurer has four main functional responsibilities: 1. manage the City's cash and investment portfolio of approximately \$1 billion, 2. manage the City's debt portfolio of approximately \$870 million in utility debt and \$590 million in general government debt, 3. provide treasury functions for all City departments, and 4. oversee the City's biweekly payroll to 3,500+ employees.

The Treasurer works directly with external partners including bankers, bond counsel, underwriters, investment advisors, financial advisors, and community members. The Treasurer also provides briefings and presentations to the City Council, the City Finance Investment Committee, and the City Government Performance and Finance Committee. The City Treasurer is part of the Finance Department's leadership team and works closely with all other divisions within the Finance Department. The Treasurer interacts with other City departments in numerous capacities including complex modeling and financial analysis, cash flow analysis, and cash handling procedures.

**Please visit [www.prothman.com](http://www.prothman.com) to review the full position profile and compensation package, or to learn more about Prothman.**



## **Sourcing & Outreach Only**

### **Position Profile Development**

**Working with you, we will create a position profile.** This document will be posted on our website. Profiles include the following:

- ◆ **A description of the ideal candidate's qualifications**
- ◆ **Organization & community specific information**
- ◆ **Compensation package details**
- ◆ **Information on how to apply**

### **Advertising & Outreach Strategy**

Our staff will handle all advertising and outreach on your behalf. We have an aggressive recruitment strategy which involves the following:

- ◆ **Print and Internet-based Ads** placed nationally in professional publications, journals and on related websites.
- ◆ **Targeted Direct Mail Recruitment Brochures** sent directly to hundreds of city/county finance professionals who are not actively searching for a new position.
- ◆ **Focused Candidate Outreach and Networking** from our database of city/county finance professionals.
- ◆ **Posting the Position Profile on Prothman's Facebook and LinkedIn pages and on the Prothman website**, which receives over five thousand visits per month from potential candidates.

### **Use of Prothman OAS - Online Application Service**

We will work with you to set up your application in our OAS software. With your personal login and administration page, you will be able to view applications, resumes, cover letters and other documents as they are submitted. You will also be able to rank and take notes on each application: [www.prothman-jobboard.com/OnlineApplicationService.aspx](http://www.prothman-jobboard.com/OnlineApplicationService.aspx)

**The City of Petoskey handles all screening and interviews from this point.**

### **Fee & Expenses**

The fee for a Sourcing & Outreach Recruitment is \$5,500, plus the cost for advertising and direct mail. We do not mark up the expenses and expense items include:

- Newspaper, trade journal, websites, and other advertising (\$1,400 - 1,700)
- Direct mail announcements (\$1,900 - 2,100)

### **Warranty**

If a candidate is not chosen from the first pool of applicants, we will repeat the process with no additional fee, the only cost to you would be the cost for the advertising and direct mail.



**HIRE ROAD, INC.**

***Service Agreement***

This Service Agreement (the "Agreement"), dated August 25, 2021, sets forth the terms and conditions, including the payment schedule and fees, between Hire Road, Inc., a Michigan corporation (hereinafter "Hire Road") and City of Petoskey (hereinafter "Client").

1. **Service:** Hire Road agrees to provide certain Business Professionals as directed by Client to work under the Client's direction and to augment and supplement Client's workforce. The services will be provided at Client's facility.
2. **Term:** The term of this Agreement shall commence on August 25, 2021, "Effective Date" and shall remain in effect for 12 months. This Agreement will automatically renew every year unless a written cancellation notice is provided to the other party no less than thirty (30) days from the beginning of the annual renewal period. Notwithstanding the term noted above, this Agreement shall remain in effect whilst there is a Contractor still providing services for Client. This Agreement shall automatically terminate if a 12 month period passes and there are no Services provided to Client during that 12 month period. Each Contractor's term of service shall be determined on an as needed basis during the term of this Agreement.
3. **Rate Terms:** In the event of Client hiring a person to work as a Contractor the services will be invoiced weekly by Hire Road for each Contractor at the rate indicated in Contractor Billing and Approval Schedule (hereinafter "Schedule I"). Hire Road will also invoice for any travel or other expenses incurred by the Contractor as needed. A Weekly Time Sheet Report will be prepared by the Contractor and approved by Client's authorized representative. If necessary, the Contractor will prepare a Weekly Expense Report to be approved by Client's authorized representative. Client's authorized representative is identified on Schedule I, attached hereto. The Client will assign an authorized representative and their signature on the Weekly Time Sheet Report indicates that all work performed by the Contractor is acceptable and satisfactory, and discharges any claims as a basis for non-payment of invoices based upon performance related disputes. Hire Road warrants that the services of the Contractor will be provided utilizing reasonable care and skill in accordance with customary industry standards. All claims of unsatisfactory performance of the Contractor must be made in writing prior to the approval of the Weekly Time Sheet Report. If at any time you become dissatisfied with the Contractor's work, you agree to notify Hire Road immediately. The Contractor shall not be deemed an employee of Client and shall not be entitled to benefits or privileges of Client's employees. Hire Road acknowledges that it is solely responsible for compensating the Contractor for the services he/she performs pursuant to this Agreement and will withhold such federal, state and local taxes and unemployment insurance as required by law. Prior to travel and other expenses, Hire Road will review with Client for approval.
4. **Invoice Terms:** Client hereby agrees that the full amount of each invoice is due solely to Hire Road payable without offset of any kind. Client agrees to pay the full amount of each invoice upon receipt, but no later than fifteen (15) days from the date of the invoice, remitting payment to Hire Road's address that Hire Road designates in writing to Client on each invoice.
5. **Mutual Indemnification:** Hire Road and Client each agree, to indemnify, defend and hold the other (including their respective directors, officers, employees, and agents) harmless from and against any and all third-party claims to the extent arising solely out of their respective negligent or wrongful acts or omissions in the course of performing their obligations hereunder resulting from bodily injury, death, or damage to tangible personal property. Hire Road's indemnification obligations shall not extend, however, to any action or inaction of Hire Road or Contractor taken



or avoided at the express direction of Client. Client agrees to indemnify and hold Hire Road harmless from and against any infringement of third persons intellectual property rights in Contractors' performance of the services pursuant to this Agreement.

7. **Confidential Information:** Client will disclose to Contractor in the course of rendering services pursuant to this Agreement certain materials and information of a highly sensitive nature relating to proprietary interests and which are not generally known to the public or within the specialty industry. Hire Road understands that all Confidential Information (as defined below) disclosed now or in the future to the Contractor are highly confidential.

7.1. *Non-Disclosure:* Hire Road acknowledges that Client has developed, through the expenditure of substantial time, effort and money, valuable confidential and proprietary information relating to Client's business. Hire Road further acknowledges that portions of such information may be or have been disclosed to the Contractor in the course of providing services to or on behalf of Hire Road and Client, and that unauthorized disclosure or use of such information may interfere with Client's ability to engage successfully in its businesses. Therefore, Hire Road agrees that except in rendering services to or on behalf of Client pursuant to this Service Agreement, Hire Road will neither use nor disclose to any person, without the prior express written consent of Client, for any reason or at any time, any fact or information concerning secret, proprietary or confidential methods or plans of marketing or advertising, methods or results of market research, technical information regarding current, experimental or future products, source codes of computer software, ideas, algorithms, techniques, lists of actual or potential customers or suppliers, financial or other business information regarding Client, not generally available to competitors of Client or the general public (collectively "Confidential Information").

7.2. *Term:* The provisions of this Section 7 shall continue during the term of the Agreement and for the following additional periods: (i) with respect to any portion of the Confidential Information which constitutes a trade secret, under applicable law, for so long after the termination of this Agreement as such Confidential Information retains status as a trade secret; and (ii) with respect to any Confidential Information which is not a trade secret, for a period of two (2) years following termination of this Agreement for any reason.

7.3. *Ideas and Inventions:* The Works created by the Contractor in the performance of services hereunder, including, but not limited to, any writings drawings, specifications, flow charts, computer programs, ideas, discoveries, inventions, innovations or designs (collectively, the "Works"), shall be promptly communicated to and become the property of Client or its assignee. Hire Road and Contractor hereby assign to Client, without need for additional or separate consideration, all right, title and interest including all worldwide copyrights, patents, trade secrets, and confidential information rights in such Works and agrees to perform all lawful acts requested by Client (i) to perfect Client's or its assignee's title therein, and (ii) where applicable, to enable Client or its assignee to obtain and maintain copyright, patent or other legal protection therefor anywhere in the world. Such Works shall constitute Confidential Information for purposes of this Service Agreement. Notwithstanding any provision to the contrary contained herein, Hire Road shall not be required to incur any costs or expenses to comply with this Section 7. Client agrees to pay Hire Road in advance for any such costs or expenses based upon Hire Road's reasonable estimate of same.





8. **Solicitation Restrictions:** Client also agrees not to employ Contractor directly or indirectly for a period of one hundred and eighty (180) days from the date that Contractor is first placed with Client pursuant to this Agreement. After the one hundred and eighty (180) days, Client has the right to negotiate full-time employment directly with the Contractor with no additional payment or fees to Hire Road. If Client would like to hire the Contractor before the 6 month period, they can do so by paying a twenty-five percent (25%) placement fee of the Contractor's first year's actual salary.
9. **Direct Hire Fee Agreement:** This fee applies to any candidate referred by Hire Road that is hired into a specific position or an alternative position offered and employed by Client within an eighteen (18) month period from the date of referral. The service fee is calculated by a rate of twenty-five percent (25%) of the first year's annual base salary to be discussed and agreed upon by Hire Road and Client. If said candidate placed by Hire Road resigns from Client or is terminated within the first ninety (90) days of employment, Hire Road will replace the candidate at no additional cost or return the full amount of fee provided the employee leaves on their own accord or is terminated for performance reasons. This guarantee will not apply if the employment is terminated due to any of the following circumstances after the candidate has accepted employment: (1) job description of the position is materially changed; (2) the compensation package for the position is materially changed; (3) the geographic location of the position is materially changed; (4) the position is eliminated due to a work force reduction or insufficient work; (5) there is a change in ownership and/or control of Client; (6) the candidate dies or becomes disabled.
10. **Governing Law:** In the event of any dispute, this Agreement shall be governed by, construed and interpreted in accordance with the law of the State of Michigan. Venue for any legal proceeding relating to the interpretation or enforcement of this Agreement shall be in the State Courts, Oakland County, Michigan.

In witness whereof, the parties have executed this Agreement.

**Client**

**Hire Road, Inc.**

Signature: \_\_\_\_\_

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Dated: \_\_\_\_\_

Dated: \_\_\_\_\_



### Bullseye Search Form

<b>Account Executive:</b>	Mumford	<b>Date:</b>	8/25/2021		
<b>Start Date:</b>	ASAP	<b>Interview Date:</b>	ASAP	<b>Exclusive:</b>	No
<b>Previous Relationship with Manager:</b>	No	<b>24 Hour Guaranteed Feedback on Submittal:</b>	???		
<b>Client Information</b>					
<b>Client:</b>	City of Petoskey	<b>Address:</b>	101 East Lake Street, Petoskey, MI 49770		
<b>Hiring Manager:</b>	Rob Straebel	<b>Phone:</b>	???	<b>Cell Phone:</b>	???
<b>Email:</b>	rstraebel@petoskey.us		<b>Website:</b>	www.petoskey.us	
<b>Billing Information</b>					
<b>Maximum Bill Rate:</b>	n/a	<b>Maximum DL/Salary:</b>	???		
<b>Consider Perfect Candidate Above Salary:</b>	???	<b>OT Billable:</b>	n/a	<b>OT Bill Rate:</b>	n/a
<b>Approval Process Complete:</b>	???	<b>If No, Remaining Signatures Needed:</b>	n/a		
<b>Time Card Type &amp; Approver:</b>	N/A	<b>Invoice/AP Contact:</b>	N/A		
<b>Interview Process</b>					
<b>Key Decision Makers:</b>	Rob Straebel	<b>Type of Interview:</b>	???		
<b>Interview Process:</b>	???				
<b>Client Recruiting</b>					
<b>Can Recruiter Contact Hiring Manager:</b>	Yes	<b>Multiple Openings:</b>	1		
<b>What have you Done to Date to Fill this Position:</b>	???		<b>Considered Internal Employees:</b>	???	
<b>Called Other Firms:</b>	???		<b>Is there Someone Specific you would Hire/Rehire:</b>	???	
<b>Why Position is Open/For How Long:</b>	Current person retiring			<b>GTW:</b>	n/a
<b>Position Information</b>					
<b>Location:</b>	Petoskey, MI	<b>Relocation/Expense Covered:</b>	???	<b>Dress Code:</b>	???
<b>Work Environment:</b>	Office	<b>Travel Details:</b>	Limited Travel		
<b>Shift:</b>	8:00 AM – 5:00 PM	<b>Hours:</b>	8:00 AM – 5:00 PM		
<b>OT:</b>	N/A	<b>Direct/Contract (Duration):</b>	Direct (25% Fee)	<b>Ability to Go Direct:</b>	Yes
<b>If Direct (Type of Benefits, V&amp;H Schedule, 401k, Other Differentiators):</b>		???			
<b>Job Title:</b> Director of Finance <b>Alternative Job Titles in Market:</b> ???					
<b>Job Description:</b> Organize and effectively manage all financial aspects of the City. The Finance Director shall have custody of all monies of the City, shall be clerk of the City Council and shall perform all other duties prescribed by law and the City Charter.					
<b>Day to Day Responsibilities:</b> <ul style="list-style-type: none"><li>• Develop and maintain timely and accurate financial statements and reports that are appropriate and in accordance with generally accepted accounting principles</li><li>• Develop, implement and ensure compliance with internal financial and accounting procedures</li><li>• Coordinate and lead the annual audit process, work with external auditors and assess any necessary changes</li><li>• Develop, maintain and oversee financial accounting systems for cash management, accounts payable, accounts receivable, payroll, general ledger and utility billing</li><li>• Reconcile bank and investment accounts</li><li>• Develop and implement policies and procedures to ensure that personnel and financial information is secure and stored as required by law</li><li>• Manage the acquisition of capital assets and ensure they are properly accounted for</li><li>• Oversee and lead annual budgeting process and prepare budget documents as required, for presentation to City Council</li><li>• Oversee all payroll functions to ensure that employees are properly paid and in a timely manner</li><li>• Ensure technology meets the organizations financial data processing, control and reporting requirements</li><li>• Oversee City's insurance coverages and ensure program and organizational risk is minimized</li><li>• Oversee the management of all leases, contracts and other financial commitments</li><li>• Oversee the election process as required by law</li><li>• As FOIA coordinator, receive, coordinate and respond to Freedom of Information Act Requests as required in accordance with City policies and state law</li><li>• Provide direction to staff members to promote effective and efficient operations</li><li>• Become knowledgeable in City's benefit insurance plans and administer plans as required including; worker's compensation, life, health, vision, dental, and AD&amp;D</li></ul>					

**Job Requirements:**

- Data entry skills, attention to detail, confident, self-disciplined, organized, advanced math skills, analyze information, reporting skills, good verbal and written communication skills, teamwork, stress tolerance, problem solving
- Bachelor's degree in finance or accounting
- Three to five years' experience in accounting position including supervisory experience
- Understanding of accounting functions including: payroll, accounts payable, accounts receivable, general ledger
- Knowledge of relevant accounting software applications
- Understanding of generally accepted accounting principles
- Advanced excel and basic word software skills.

**Briefly Describe the Ideal Candidate:**

Dependable, detail-oriented, local government professional. A bachelor's degree in accounting, finance, business administration, public administration or related field, and 3-5 years of related public sector accounting experience and the ability to be bonded is required. Candidates with 1-3 years in a supervisory capacity, a master's degree or CPA credential, and a record of effective work with elected officials and experience in higher-level governmental accounting, budgeting, fiscal management and Clerk experience are preferred.

**Special Equipment and Tools:** Advanced Excel and basic Word skills**Education Requirement:** College Degree**Education Preferred:** CPA**Verify?:** No**Years of Experience Required:** 3-5**Years of Experience Preferred:** 5+**Group Dynamics****Who are Top Employees in this Position?****What Competencies/Skills did they Possess when you Hired them? Where did they come from?**

???

**Key Competitors?****Who Impresses you the Most?****How would you "sell" against them?**

???

**Would you Consider someone from a Different Industry:**

???

**What is the Culture like in the Department and/or Company?**

???

**How Large is the Department? Organization Structure? Does the Position have Direct Reports?**

???

**What Type of Training is Provided:**

???

**What is the Career Path for this Position?**

???

**What Challenges are Inherent to this role?**

???

**How is Performances Measured? What does Success look like in 90 Days?**

???

**Candidate Summary/Requirement Match**

- CPA and Knowledge and experience in governmental accounting with 3-5 of supervisory experience
- Extensive experience in managing employees in governmental accounting position
- Knowledge of federal and state legislation related to governmental units
- Advanced understanding of internal controls and GAAP
- Understanding of accounting functions including; payroll, accounts payable, accounts receivable, general ledger

**Candidate Value Proposition**

- ???
- 

**Screening Process****Drug Test:** ???**Background Check:** ???**Pre-Employment Testing:** ???**Other Tests/Clearances Necessary:** n/a**Additional Training that Hire Road will be Responsible For:** n/a**Set up a Date and Time in Advance to Review Candidate Submittals/Give Updates:** n/a**Miscellaneous/Account Executive Notes**