

CITY OF LATHRUP VILLAGE, MICHIGAN CITY ADMINISTRATOR

**Recruitment Proposal
December 23, 2021**



630 Dundee Road

Suite 225

Northbrook, IL 60062

Primary Contact Person: Laurie Pederson

Director of Administrative Services

847-380-3240

info@GovHRusa.com

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

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Consultant Biography
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Firm Profile

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

GovHR is led by Heidi Voorhees, President, and Joellen Cademartori, Chief Executive Officer. Ms. Voorhees has conducted more than 400 recruitments in her management consulting career, with many of her clients repeat clients, attesting to the high quality of work performed for them. In addition to her 17 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service, including ten years as Village Manager for the Village of Wilmette, Illinois. Ms. Cademartori is a seasoned manager, with expertise in public sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Cademartori has worked in forms of government ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services.

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

Our consultants are experienced executive recruiters who have conducted over 900 recruitments, working with cities, counties, special districts and other governmental entities of all sizes throughout the country. In addition, we have held leadership positions within local government, giving us an understanding of the complexities and challenges facing today's public sector leaders.

Our Team

Project Manager & Main Point of Contact:

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

Ryan Cotton

Vice President

616-638-8910

RCotton@GovHRusa.com

Proposal Inquiries:

Laurie Pederson

Administrative Services Director

847-380-3198

LPederson@GovHRusa.com

GovHR Owners:

Heidi J. Voorhees

President

847-380-3240

HVoorhees@GovHRusa.com

Joellen J. Cademartori

Chief Executive Officer

847-380-3239

JCademartori@GovHRusa.com

References

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

Portage, WI

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

(Utilities Manager - Professional Outreach, 2021)

(Director of Public Works - Professional Outreach, 2021)

Shawn Murphy, City Administrator

115 W. Pleasant St.

Portage, WI 53901

608-742-2176

Shawn.Murphy@portagewi.gov

Duvall, WA

(City Manager, 2021)

Amy Ockerlander, Mayor

15535 Main Street NE

Duvall, WA 98019

206-305-8258

amy.ockerlander@duvall.wa

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

Project Approach and Methodology

A typical recruitment and selection process takes approximately 175 hours to conduct. At least 50 hours of this time is administrative, including advertisement placement, reference interviews, and due diligence on candidates. We believe our experience and ability to professionally administer your recruitment will provide you with a diverse pool of highly qualified candidates for your position search. GovHR clients are informed of the progress of their recruitment throughout the entire process. We are always available by mobile phone or email should you have a question or need information about the recruitment.

Phase I: Position Assessment, Position Announcement & Brochure

GovHR treats each executive recruitment as a transparent partnership with our client. We believe in engaging with stakeholders early in each recruitment process to fully understand the challenges and opportunities inherent in the position. Understanding the organizational culture is critical to a successful recruitment. We gain this insight and information through meetings (one on one and small groups), surveys and a review of relevant information. This information is reflected in a polished marketing piece that showcases the organization and the area it serves.

Information Gathering:

- One-on-one or group interviews with stakeholders identified by the client.
- GovHR can establish a dedicated email address for feedback from stakeholders or the community.
- Community forums (In-person or via video) can be used to gather input and feedback.
- Surveys can be used for department personnel and/or the community to gather feedback.
- Conversations/interviews with department heads.

A combination of the above items can be used to fully understand community and organizational needs and expectations for the position (this proposal includes 12 hours of meetings – additional meetings can be added for a fee of \$125/hours plus actual expenses if incurred. Dedicated email address and one organizational survey are included. Community Survey can be conducted for \$2,500. Community Forums can be conducted as an optional service.

Development of a **Position Announcement** to be placed on websites and social media.

Development of a thorough **Recruitment Brochure** for client review and approval.

Agreement on a detailed **Recruitment Timetable** – a typical recruitment takes between 90 to 120 days from the time you sign the contract to appointment of the finalist candidate.

Phase II: Advertising, Candidate Recruitment & Outreach

We make extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. In addition, our website is well known in the local government industry – we typically have 6,000 visits to our website each month. Finally, we develop a database customized to your recruitment and can do an email blast to thousands of potential candidates.

Phase II will include the following:

- GovHR consultants will personally identify and contact potential candidates.

- Develop a database of potential candidates from across the country unique to the position and to the Client, focusing on:
 - Leadership and management skills
 - Size of organization
 - Experience in addressing challenges and opportunities also outlined in Phase I
- The database will range from several hundred to thousands of names and an email blast will be sent to each potential candidate.
- Placement of the Position Announcement in appropriate professional online publications:
 - Public sector publications & websites
 - Social media: LinkedIn (over 15,000 connections), Facebook, and Twitter
 - GovHR will provide you with a list of advertising options for approval

Phase III: Candidate Evaluation & Screening

Phase III will include the following steps:

- Review and evaluation of candidates' credentials considering the criteria outlined in the Recruitment Brochure
- Candidates will be narrowed down to those candidates that meet the qualification criteria
- Candidate evaluation process:
 - Completion of a questionnaire explaining prior work experience
 - Live Video Interview (45 minutes to 1 hour) conducted by consultant with each finalist candidate
 - References (at least 2 references per candidate will be contacted at this time)
 - Internet/Social Media search conducted on each finalist candidate

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

Phase IV: Presentation of Recommended Candidates

Phase IV will include the following steps:

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

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

Phase V: Interviewing Process & Background Screening

Phase V will include the following steps:

GovHR will:

- Develop the first and second round interview questions for your review and comment
- Coordinate candidate travel and accommodations
- Provide you with an electronic file that includes:
 - Candidates credentials
 - Set of questions with room for interviewers to make notes
 - Evaluation sheets to assist interviewers in assessing the candidate's skills and abilities

Background screening will be conducted along with additional references contacted:

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

GovHR will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations. GovHR consultants will be present for all the interviews, serving as a resource and facilitator.

GovHR will coordinate a 2-Step Interview process. The first round interviews will include five or six candidates. The second round interviews will include two or three candidates. GovHR will supply interview questions and an evaluation form.

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

- Tour of Client facilities
- Interviews with senior staff

Phase VI: Appointment of Candidate

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

Diversity, Equity & Inclusion in Recruitments

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

GovHR President Heidi Voorhees was a keynote speaker at the first meeting of the WCMA Women's Leadership Seminar. Our employees and consultants all underwent Implicit Bias Training in the last year and we are frequent speakers on incorporating DEI values in recruitment and selection. We have a list of DEI resources on the front page of our website (<https://www.govhrusa.com/diversity-equity-and-inclusion-resources/>) that can be accessed by anyone who visits our website.

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

Project Timeline

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

Weeks 1 & 2	Phase 1: On Site Interviews & Brochure Development
Weeks 3 thru 6	Phase 2: Advertising, Candidate Recruitment & Outreach
Weeks 7 thru 9	Phase 3: Candidate Evaluation & Background Screening
Week 10	Phase 4: Presentation of Recommended Candidates
Week 11 & 12	Phase 5: Interview Process & Additional Background Screening
Weeks 13 & 14	Phase 6: Appointment of Candidate

Full Scope Recruitment – Price Proposal

Summary of Costs: Full Scope	Price
Recruitment Fee:	\$18,500
Recruitment Expenses: (not to exceed) ➤ Expenses include candidate due diligence efforts	1,500
Advertising: *Advertising costs over \$2,500 will be placed only with client approval. If less than \$2,500, Client is billed only for actual cost.	2,500*
Total:	\$22,500**

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

**Consultant travel expenses are not included in the price proposal. If the consultant is requested to travel to the client, travel costs will be estimated at time of request. Only actual expenses will be billed to the client for reimbursement to GovHR.

Possible in-person meetings could include:

1. Recruitment brochure interview process
2. Presentation of recommended candidates
3. Interview Process

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

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

Payment for Fees & Services

Professional fees and expenses will be invoiced as follows:

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

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

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

Payment of invoices is due within thirty (30) days of receipt (unless the client advises that its normal

payment procedures require 60 days.)

The GovHR Guarantee – Full Scope Recruitment

GovHR is committed to assisting our clients until a candidate is appointed to the position. Therefore, no additional professional fee will be incurred if the client does not make a selection from the initial group of recommended candidates and requests additional candidates be developed for interview consideration. If additional advertising beyond the Phase I advertising is requested, client will be billed for actual advertising charges. Reimbursable expenses may be incurred should the recruitment process require consultant travel to the Client.

Upon appointment of a candidate, GovHR provides the following guarantee: should the selected and appointed candidate, at the request of the Client or the employee's own determination, leave the employ of the Client within the first 12 months of appointment, we will, if desired, conduct one additional recruitment for the cost of expenses and announcements only. This request must be made within six months of the employee's departure.

Limited Scope Recruitment – Scope of Services

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

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

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

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

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

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

Limited Scope Recruitment – Price Proposal

Summary of Costs: Limited Scope	Price
Recruitment Fee:	\$16,500
Advertising: *Advertising costs over \$2,500 will be placed only with client approval. If less than \$2,500, Client is billed only for actual cost.	2,500*
Total:	\$19,000**

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

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

**Consultant travel expenses are not included in the price proposal. If the consultant is requested to travel to the client, travel costs will be estimated at the time of request. Only actual expenses will be billed to the client for reimbursement to GovHR.

Possible in-person meetings could include:

1. Recruitment brochure interview process
2. Presentation of recommended candidates

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

Payment for Fees & Services

Professional fees and expenses will be invoiced as follows:

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

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

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

Virtual Recruitment Option

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

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

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

Payment for Fees & Services

Professional fees and expenses will be invoiced as follows:

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

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

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

Why Choose GovHR?

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

Qualifications

Please note the following key qualifications of our firm:

- Since our establishment in 2009, our consultants have conducted hundreds of recruitments in 41 states, with an increase in business of at least 30% each year. Twenty-eight (28%) of our clients are repeat clients, the best indicator of satisfaction with our services.
- Surveys of our clients show that 94% rate their overall experience with our firm as *Outstanding and* indicate that they plan to use our services or highly recommend us in the future.
- Our state-of-the-art processes, including extensive use of social media for candidate outreach and video interviews with potential finalist candidates, ensure a successful recruitment for your organization.
- Our high quality, thorough Recruitment Brochure reflects the knowledge we will have about your community and your organization and will provide important information to potential candidates.

Contract Signature Page

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

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

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

ACCEPTED:

City of Lathrup Village, Michigan

By: _____

Title: _____

Date: _____

Billing Contact: _____

Billing Contact Email: _____

GovHR USA, LLC

By: _____

Title: _____

Date: _____

PLEASE SELECT ONE:

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

Optional Services

GovTemps USA

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

Recorded One-Way Video Interview of Candidates

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

Leadership/Personality Testing

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

360° Evaluation

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



RYAN COTTON



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

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

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

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

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

PROFESSIONAL EDUCATION

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

PROFESSIONAL DEVELOPMENT AND SPEAKING ENGAGEMENTS

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

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

MEMBERSHIPS AND AFFILIATIONS

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

PROFESSIONAL BACKGROUND

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



Michigan City Management Client List

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