Proposal for City of Charlotte, Michigan

Management Consulting Services

Attn: City Clerk Ginger Terpstra

gterpstra@charlottemi.org

111 E. Lawrence Avenue, Charlotte, MI 48813

Due: August 12, 2020

Proposal Presentation: August 17, 2020

Proposal from:

Vettraino Consulting, LLC

P.O. Box 82202 ~ Rochester, MI 48308 ~ 248-379-8923 ~ VettrainoConsulting@gmail.com

Municipal Analytics

Insights and applications for better financial management

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GovTemps USA

630 Dundee Road, Suite 130
Northbrook, IL 60062
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Contents of the Proposal

Consulting Team Overview

Thank you for the opportunity to offer the services of Vettraino Consulting, Municipal Analytics and GovHR/GovTemps USA in response to the City of Charlotte's request for proposal for management consulting services. The three firms offer a unique combination of professional and consulting experience; assisting local governments in Michigan to improve their management structure, financial operations, delivery of quality of life services and placement of interim (and permanent) local government professionals.

The proposing firms recognize the scope of work requested by the City of Charlotte represents a diverse set of needs. In order to **address all of the important aspects of the scope of work** the firms will partner, each bringing specific expertise to the project.

Jaymes Vettraino, Vettraino Consulting, will be City of Charlotte's primary contact for the project. Vettraino Consulting recently partnered with Giffiels Webster to develop Charlotte's Vision 2025 plan. This work provided Jaymes with an exceptional opportunity to work with a committee of regional stakeholders and to develop an understanding of Charlotte's unique community demographics, assets and needs. It is important to note that Vettraino Consulting has successfully partnered with both Municipal Analytics and GovHR/GovTemps USA on several projects (see "Similar Projects" section) and Charlotte can expect seamless services from the three firms.

Jaymes Vettraino has an on-going partnership with GovHR USA serving as a GovHR Vice President (GovTemps is a subsidiary of GovHR USA). Ryan Cotton manages GovTemps interim placements in the State of Michigan. Ryan and Jaymes have worked closely on several executive recruitment projects. Ryan has over 35 years of municipal experience and served as city/village manager for communities in Michigan and Vermont. GovTemps is a national leader in municipal executive placement and Ryan will bring his deep understanding of Michigan and his broad network of local government contacts to this project to professionally manage the selection, placement and management of interim employees.

Vettraino Consulting and Municipal Analytics (John Kaczor) have successfully worked together on past projects and will be responsible for the organizational and fiscal scope of work. Both Jaymes and John have broad municipal experience, but each also brings unique skills to the Charlotte project. With over 20 years of municipal experience, Jaymes will focus on administrative structure and the development of recommendations with particular attention to innovation, public impact, policy implications and administrative implementation. John has spent 25 years as a municipal consultant working with many communities to develop financial models and digital tools to improve a community's understanding and execution of financial plans. John is also experienced in utility financial analysis and rate setting, capital improvement planning, tax analysis and funding strategies for operations, capital and unfunded liabilities. For the Charlotte project, he will focus on developing the financial analysis, considering the

short/long term financial impact of the recommendations and development of various funding options.

In addition to working with the City of Charlotte to address all parts of the requested scope of work, please note this response includes an additional, optional, service of executive recruitment for the position of City Manager. Jaymes would serve as the lead recruiter for GovHR USA on the project. City Council may find it desirable to integrate this work with the requested scope of work in order to both leverage the direct understanding gained by the consultants during the project and to accelerate the placement of a new City Manager.

Jaymes, John and Ryan understand that the goal of a study like this is to **produce action oriented recommendations** for City Council to consider. Further, the team understands Charlotte is not looking for interim employees to just "keep the seat warm," but rather is looking for **interim professionals to innovate and implement** as partners with CIty Council and the staff. Throughout the project, Vettraino Consulting, Municipal Analytics and GovTemps will keep these goals in the forefront of its work.

Thank you for your consideration of this proposal. We look forward to answering any additional questions you may have.

Sincerely,

Jaymes Vettraino
Vettraino Consulting, LLC
vettrainoconsulting@gmail.com
248-379-8923

John Kaczor
Municipal Analytics, LLC
johnk@municipalanalytics.com
734-623-8033

Ryan Cotton
GovTemps USA
rcotton@govhrusa.com
616-638-8910

| Scope Responsibility | Overall project management - Vettraino Consulting, Jaymes Vettraino | | | |
	Interim management services	Organizational analysis and recommendations	Fiscal review and analysis	Executive Search for City Manager (proposed as additional service)
Primary responsibility	GovTemps, Ryan Cotton	Vettraino Consulting, Jaymes Vettraino	Municipal Analytics, John Kaczor	GovHR, Jaymes Vettraino
Supportive responsibility	GovTemps, Mike Earl	Municipal Analytics, John Kaczor	Vettraino Consulting, Jaymes Vettraino	GovHR, Ryan Cotton

Resumes of Team Members

Vettraino Consulting, LLC
P.O. Box 82202 ~ Rochester, MI 48308 ~ 248-379-8923 ~ VettrainoConsulting@gmail.com

Jaymes Vettraino, Vettraino Consulting, LLC

Jaymes Vettraino provides municipal management consulting services to communities. His focus is on assisting with facilitation, operational management, community relations, and financial planning. In addition, through a partnership with GovHR USA, Jaymes provides executive recruitment and employee class and compensation study services.

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

Since 2015, Vettraino Consulting, LLC has grown to provide services to municipalities across the State of Michigan and has gained a reputation as a trusted partner to the elected officials and public employees it serves.

Over his career Jaymes has been recognized by his peers and public service agencies, including being selected as one of "Oakland County's Elite 40 Under 40," recognized by the Rochester Regional Chamber of Commerce with an "Advocacy Award," and honored by the Michigan Municipal League with its "Outstanding Service Award."

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

Professional Education
- Master of Business Administration degree in Management, Lehigh University, Bethlehem, PA
- Bachelor's degree in Political Science, Michigan State University, East Lansing, MI

University Instruction
- Assistant Professor, School of Business, Rochester University, Rochester, MI
- Adjunct Professor, Masters in Public Administration, Oakland University, Rochester, MI

- Adjunct Professor, School of Business, Alvernia College, Reading, PA

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

Local Government Professional Background
- Owner, Vettraino Consulting, LLC - 2015-Present
- Director of the Center for Social Engagement, Rochester University, MI - 2015-Present
- Manager of Rochester, MI - 2008-2015
- Manager of Kutztown, PA - 2003-2008
- Manager of Pen Argyl, PA - 1998-2003

Client List (partial listing, all in the State of Michigan)

Management & Human Resources Consulting:	*Executive Recruitment:*
City of Dearborn	City of Ferndale
City of Huntington Woods	Grand Traverse County
City of Melvindale	City of Jackson
City of Northville	Kent County
Township of Oscoda	Oakland County
Village of Oxford	Tri-County Planning Commission
City of Rochester Hills	City of Royal Oak
Village of Romeo	City of South Lyon
City of Troy	Saginaw-Midland Water Supply Corporation

Contact Information:
Jaymes Vettraino
Vettraino Consulting, LLC
Rochester, Michigan
vettrainoconsulting@gmail.com
248-379-8923

Knowledgeable municipal management consultant with over 25 years of professional consulting experience. Trained in utility financial management and ratemaking, public policy analysis, financial evaluation, budget forecasting model development and cost allocation. Experienced in working with local governments and public entities of all sizes. Motivated to find the most appropriate solution for the given problem, and to provide local managers with the tools necessary to improve analysis and decision-making on an on-going basis.

Areas of Consulting Expertise

Fiscal Management – Reviewed and recommended improvements to financial policies including budgeting, cash management, investments, financial controls and fund reserves. Evaluated employee training and record keeping to improve information reporting required by management and policy makers. Conducted indirect central service cost allocation studies, in compliance with Federal guidelines. Developed comprehensive capital improvement plans, equipment replacement schedules and associated policies.

Financial Modeling – Developed numerous spreadsheet-based financial models for municipalities that simulate the interaction within and between a variety of governmental and proprietary funds. Produced comprehensive revenue and expenditure estimates for future years and analyzed multi-year financial implications of various assumptions and economic conditions.

Utility Rate Setting – Calculated appropriate water and sewer rates for small and large utility systems. Estimated revenue requirements using the cash needs-basis and the utility-basis for cost of service ratemaking. Recommended rate structures, financial policies and implementation strategies. Created multi-year, interactive spreadsheets that simplify annual rate recalculations.

Economic and Tax Analysis – Conducted feasibility studies of local income tax and public safety funding options. Evaluated the impact of proposed major commercial developments on the local and state economies. Identified alternatives to traditional economic development approaches for municipalities. Educated elected officials and managers in the complexities of Michigan's property taxation system. Evaluated municipal consolidation, shared services and public-private partnerships.

Employee Compensation and Human Resources – Performed comprehensive analyses of employee classifications and compensation systems. Developed position descriptions and performance evaluation tools. Evaluated the scope and value of employee benefits. Designed comprehensive compensation systems based on detailed analyses of the labor market and internal equity considerations. Developed employer-specific personnel policies manuals and workplace safety manuals.

Operational Reviews – Evaluated the structure and operations of municipal functions including public safety, human services, utility billing, motor pool, utility operations and public works. Developed recommendations for improved service provision, customer focus and operational efficiency. Researched appropriate benchmarks and measured performance of operations.

Data Collection and Analysis – Designed complex, project-specific data collection and analysis tools involving research methodology, statistical evaluation and data interpretation. Synthesized diverse information for management decision-making.

Summary of Consulting Expertise
- Financial Forecasting & Five-year Financial Models
- Utility Rate Setting Analysis
- City Income Tax Feasibility Studies
- Administrative Cost Allocation Plan Development
- Municipal Budget Analysis
- Personnel Cost Modeling & Forecasting
- Shared Services Feasibility Studies
- User Fee Studies
- Capital Improvement Planning
- Municipal Operational Analysis

Other Local Government Experience
- City of New York: corrective action team, Adult Protective Svc
- City of Ann Arbor: management intern
- GFOA: budget reviewer
- Michigan Municipal League: consultant

Education
University of Michigan - Master of Public Policy Studies, 1995

Western Michigan University - Bachelor of Arts (Economics and Sociology), 1989

Years of Relevant Experience: 25

Registrations and Certifications
American Water Works Association Cost of Service Utility Ratemaking and Financial Management

Certified Analytics Partner with Forecast5 Analytics

Professional Affiliations
International City/County Management Association

American Water Works Association

Water for People

Energy Reduction Coalition

Our Firm and Qualifications

Municipal Analytics, LLC is a specialty management consulting firm incorporated as a limited liability corporation in the State of Michigan. The firm provides municipal clients with a broad range of financial analysis, fiscal forecasting, rate setting, cost allocation and feasibility study services, designed to improve local government fiscal management and understanding. As municipal specialists, we provide our clients with the right information needed to make effective fiscal decisions. Operating from our Ann Arbor office, Municipal Analytics provides professional consulting services to cities, villages, townships, counties and other public entities. We specialize in projects focusing on:

- Multi-year financial forecasting
- Analysis of pension funding options (MERS and Act 345)
- Analysis of OPEB funding options
- Cost allocation and cost sharing models
- Operational efficiency analysis
- Shared services feasibility analysis

- Utility debt service funding
- Evaluation of utility cash reserves
- Development of Cost of Service rate designs
- Financial analysis of utility capital improvement plans
- Utilization of cost saving technologies to free resources to fund capital investments

Summary of Relevant Experience

Listed below is a sampling of relevant prior consulting experience:

Financial Forecasting

City of Battle Creek: Five-year Financial Model
Charter Township of Delta: Five-year Financial Model
Charter Township of Lincoln: Five-year Financial Model
Charter Township of Pittsfield: Five-year Financial Model
Charter Township of Saginaw: Five-year Financial Model
Charter Township of Shelby: Five-year Financial Model
City of Center Line: Five-year Financial Model
City of Ecorse: Five-year Financial Model
City of Hillsdale: Five-year Financial Model
City of Iron Mountain: Five-year Financial Model
City of Jackson: Five-year Financial Model
City of Lathrup Village: Five-year Financial Model
City of Marysville: Five-year Financial Model
City of Milan: Five-year Financial Model
City of Montague: Five-year Financial Model
City of North Muskegon: Five-year Financial Model
City of Portage: City-wide Cash Flow Analysis and Model
City of Rochester: Five-year Financial Model
City of Rochester Hills: Five-year Financial Model

City of St Johns: 5-year Financial Model/Utility Rate Evaluation
City of Sturgis: Five-year Financial Model
City of Wayland: Five-year Financial Model
City of Williamston: 5-year Financial Model/Utility Rate Evaluation
City of Wyoming: Five-year Financial Model
City of Ypsilanti: Five-year Financial Model
County of Benzie: Five-year Financial Model & Cash Flow Evaluation
County of Calhoun: Five-year Financial Model
County of Cass: Five-year Financial Model
County of Livingston: 5-year Financial Model and Cash Flow Analysis
County of Midland: Five-year Financial Model
County of Monroe: Five-year Financial Model
County of Muskegon: Five-year Financial Model
County of Newaygo: 5-year Financial Model and Cash Flow Analysis
County of Saginaw: 5-year Financial Model and Cash Flow Analysis
Saginaw County 911 Authority: Five-year Financial Model
Township of Kochville: Five-year Financial Model
Village of Dexter: Five-year Financial Model
Village of Jonesville: Five-year Financial Model

Operational Analysis

Saginaw Township: Police Operational Analysis & Benchmarking
City of Marysville: Building & Engineering Svcs Operational Analysis
City of New York: Admin Restructuring Analysis and Implementation
City of Northville: Comprehensive Financial Plan and Forecast
City of Sturgis: Fleet Management Analysis

Benzie County: Financial Assessment & Long-term Finance Strategy
Saginaw County 911 Authority: Operational Efficiency Study
Southeastern Oakland County Resource Recovery Authority/Water Authority: Authorities Management and Operations Review
Village of Berrien Spring: Police Services Consolidation Analysis

Feasibility Analysis

City of Dearborn: 911 Dispatch Consolidation Study
City of Mount Pleasant: City Income Tax Feasibility Study
City of Sault Ste. Marie: City Income Tax Feasibility Study
City of Wyoming: City Income Tax Feasibility Study
City of Ypsilanti: City Income Tax Feasibility Study
City of Marshall: City Income Tax Feasibility Study
City of Hillsdale: City Income Tax Feasibility Study
County of Oakland: Feasibility of New Sewer System Service Facility
Shelby Charter Township: New District Court and Police Building

Watervliet City & Township: Feasibility of Merging 2 Municipalities
Muskegon Lakeshore Chamber of Commerce: Evaluation of Muskegon Area Water Collaboration
Kent County: Multi-jurisdictional Parks and Recreation Study
GR Chamber: Multi-jurisdictional Public Safety Collaboration
Oxford Township: Capacity to Bond for New Community Center
Charter Township of Shelby: Police Fund Financial Stability Analysis
Saginaw Township: Analysis of MERS & OPEB Funding Options

Capital Improvement Planning

Shelby Township: Comprehensive Capital Improvement Plan
Orion Charter Township: Capital Project Scoring Methodology

Kochville Township: CIP Review & Policy Direction

Ryan Cotton, GovTemps USA

Ryan Cotton is a Vice President with GovHR USA, and has over 35 years of experience as a local government management professional in four communities in two states including Montpelier, Vermont and Grand Haven, Spring Lake and Holland, Michigan as a 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 alternative funding 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. Mr. Cotton facilitated multiple community consensus building opportunities including master plans and strategic plans.   His tenure also included building regional and state agency consensus for multi-community projects.

Prior City Manager services were provided to Montpelier, Vermont from 1986 to 1994 where Mr. Cotton achieved voter approval of $12 million in bonds and where 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 was appointed to statewide boards, including the Michigan and Vermont municipal executive boards. Mr. Cotton periodically teaches at Hope College,

Professional Education, Training and Instruction

- 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
- International City/County Association Credentialed Manager (ICMA-CM)
- Professional Development and Speaking Engagements

Memberships and Affiliations

- ICMA Model Employment Agreement Task Force
- Former Board of Directors, Michigan Local Government Managers Association
- Outstanding Municipal Management Achievement, Vermont Town and City Management Association

Local Government Professional Background

- City Manager, Holland, MI 2012-2017
- Village Manager, Spring Lake, MI 2002-2012
- City Manager, Grand Haven, MI 1995-2002
- City Manager, Montpelier, VT 1986-1994
- Assistant City Manager, City of Upper Arlington, OH 1984-1986
- Assistant to the City Manager, Lake Forest, IL 1982-1984

Client List (partial listing)

GovHR/GovTemps Clients of Ryan Cotton:	Similar Interim Placements by GovTemps:
City of Adrian, MI	City Administrator, Adrian, MI 20,676 pop. in 2018/2019
City of Allegan, MI	City Manager, Clawson, MI 11,946 pop. in 2018
City of Eastpointe, MI	City Manager, Eastpoint, MI 32,673 pop. in 2018
City of Ludington, MI	Village Manager, Oxford, MI 3,532 pop in 2017
City of Warren, MI	Admin Assistant, Rochester, MI 13,000 pop in 2018
City of Sault Ste. Marie	Village Clerk, River Grove, IL 10,100 pop. in 2016
Village of Caledonia, MI	Finance Supt., Lake Bluff Park Dist, IL 5,600 pop. in 2019
City of Grand Rapids, MI	Chief Financial Officer, North Chicago, IL 29,000 in 2016

Contact Information:
Ryan Cotton
GovHR USA & GovTemps Independent Consultant
Grand Haven, Michigan
rcotton@govhrusa.com
616-638-8910

Similar Projects

City of Northville, Michigan (2018)

Vettraino Consulting and Municipal Analytics partnered to facilitate the development of financial goals and objectives with the elected officials and staff of the City of Northville (Wayne/Oakland County, Michigan, population 5,970). The project included facilitating a refinement of service and financial objectives and the development of recommendations, including financial models and service impact projections. The final plan included detailed key findings and recommendations regarding the General Fund operating millage, a street improvement plan, funding of Pension and OPEB liabilities, water/sewer services review and parking system analysis. In addition, more general observations were provided regarding fund balance policy, operational review and capital improvement plans.

Reference:
Patrick Sullivan, City Manager
psullivan@ci.northville.mi.us
248-349-1300

City of Rochester Hills, Michigan (2017 - ongoing)

Vettraino Consulting, in partnership with GovHR, has been retained by the City of Rochester Hills (Oakland County, Michigan, population 74,696) to assist with executive recruiting and complex human resources projects. Vettraino led the assessment and development of recommendations regarding the structure of the Mayor's Office (the City of Rochester Hills is a strong-mayor form of government). The project resulted in the restructure of two positions including creating new position descriptions and recruiting the positions of Chief Assistant to the Mayor and Senior Advisor, Strategy & Innovation. Vettraino also led projects assessing and developing recommendations for the improvement of the Department of Public Services (including development of new position descriptions and recruitment of staff) and the Department of Information Services (including development of new position descriptions and recruitment of staff).

Reference:
Pamela Gorden, Director of Human Resources
gordonp@rochesterhills.org
248-656-4708

City of Huntington Woods, Michigan (2019 - ongoing)

Vettraino Consulting, as the lead firm, partnered with Municipal Analytics and the engineering firm Spalding DeDecker to develop a community financial planning and services plan for the City of Huntington Woods (Oakland County, Michigan, population 6,312). The project included facilitating a number of citizen committees, including Infrastructure Improvement, Pension and OPEB, Community Services and Internal Administration. With financial models developed by Municipal Analytics and infrastructure planning tools developed by Spalding DeDecker, Vettraino Consulting worked with staff and the elected officials to prioritize and develop strategies to fund the most important priorities. The result of the project included Huntington Woods executing a strategy to implement a 20-year road improvement plan, a multiyear sanitary sewer lining project and a plan to fully fund its Pension obligation. In addition to working with Spalding DeDecker, Vettraino Consulting partnered with Rowe Professional Services to refine and present to the public the final 20-year road improvement plan. The voters of Huntington Woods approved funding for both the road improvement plan and public safety Pensions.

Currently, Municipal Analytics as the lead firm, has partnered with Vettraino Consulting to develop a comprehensive fee study for the city.

Reference:
Amy Sullivan, City Manager
asullivan@hwmi.org
248-541-4300

Benzie County, Michigan (2019)

Municipal Analytics and Vettraino Consulting collaborated on a study to evaluate Benzie County's financial condition and offer recommendations for improvement of the county's financial position. The primary objectives of the study were to develop a five-year financial forecast and identify current strengths and opportunities for improvement. The study resulted in the development of a financial forecast model, benchmark evaluation of key indicators among comparable counties, internal performance metrics, capital improvement planning framework and a variety of financial, human resources and operational policy recommendations. Additionally, the county was provided with a range of options to achieve 100% funding of the pension UAL, increase revenues, improve operational efficiency and reduce operating costs.

Reference:
Mitch Deisch, County Administrator
mdeisch@benzieco.net
231-882-0558

Muskegon County, Michigan (2017)

Municipal Analytics, supported by Vettraino Consulting, worked with Muskegon County to develop a five-year financial forecast of the General Fund and four additional primary governmental funds. In addition to developing a forecasting model, the consulting team identified a number of key findings related to the county's financial condition. Recommendations were made to address critical concerns, ranging from refinancing the jail debt to preparing for increases in pension contributions and exploring new revenue options. The county has undertaken a number of changes based on the findings of the study. As a result, Muskegon County has significantly improved its financial position.

Reference:
Beth Dick, Director of Finance/Assistant County Administrator
dickbe@co.muskegon.mi.us
231-724-6520

Shelby Charter Township, Michigan (2008 - present)

Municipal Analytics has partnered with Shelby Township (Macomb County, population 80,005) on a wide range of projects for more than 12 years. The five-year financial forecast initially prepared in 2008 remains in use today. This tool is updated annually by Township staff and has been credited with identifying financial opportunities and challenges well in advance, which allowed the Township time to implement strategic plans to keep finances strong. Other tools developed for the Township include a capital improvement plan and associated prioritization system, and an internal cost allocation plan to equitably recover General Fund costs from other Township funds. These tools are used annually by Township staff to ensure financial stability and plan for long-range capital needs. Municipal Analytics also supported the Township as it evaluated and implemented a plan to close the police and fire defined benefit pension plans and bond for the unfunded portion of the pension liability. We have also been called upon to evaluate policy proposals, community priorities, benchmark data, staffing needs, OPEB funding options, feasibility of property acquisition, construction of municipal facilities and undertake other studies as needed. As a result of these efforts, Shelby Township has improved its finances and had objective analysis to guide difficult decisions over the past twelve years.

Reference:
Rick Stathakis, Township Supervisor
rstathakis@shelbytwp.org
586-731-5154

Interim City Manager, City of Adrian, Michigan

Recruited for an Interim City Manager and supported the Interim City Manager of Adrian, Michigan (20,000 pop.) in 2018. The Mayor of Adrian called with news of a manager dismissal by the Council that occurred contrary to his wishes and Gov Temps agreed to provide the needed help fast. Ryan Cotton connected with a former colleague who agreed to be the Interim for six months until a permanent hire was recruited.

Reference:
Charles Jacobson, Former Mayor
crjcbsn@umich.edu
517-759-0128

Interim City Manager, City of Eastpointe, Michigan

Recruited and served as Interim City Manager of Eastpointe, Michigan (32,000 pop.) in 2018 and 2019. Also in 2018, the City of Eastpointe had failed in their search for a replacement City Manager and the internal Interim had failed to perform. Upon contact by the Mayor Pro Tem, Ryan Cotton decided to provide this service for six months. The City of Eastpointe called again with a new dilemma associated with their recently hired City Manager, and Gov Temps was able to help again with the Interim duties needed until late 2019.

Reference:
Michael Klinefelt, Former Mayor Pro Tem
mklinefelt@wayncounty.com
586-899-3907

Interim Village Manager, Village of Caledonia, Michigan

Recruited for Interim Village of Caledonia, Michigan (1,500 pop.) in 2019

When budget effectiveness was an issue that precluded a customary Interim Village Manager search for this small Michigan village of 1,500 in 2019, Ryan Cotton fashioned an approach that was both affordable to Caledonia and worked for his personal schedule for several key months which included budget development/adoption. This approach is indicative of how flexibility and innovation is exercised to enable client satisfaction.

Reference:
Lisa Segard
vilofcal@villageofcaledonia.org
616-481-7452

Scope of Work

The consultants understand the City may adjust the scope of work once it identifies a preferred bidder(s). Vettraino Consulting, Municipal Analytics and GovTemps have prepared responses to meet or exceed the scope of work, consistent with their understanding of the RFP. All of the consultants are very open to reconsidering the scope of work and/or offered services to meet the needs and budget constraints of the City of Charlotte.

Interim management services

GovTemps USA is the interim staffing line of business of GovHR USA. It was formed in 2011 by Joellen Cademartori and Heidi Voorhees. Both have distinguished careers in local government management and saw a need for a firm to focus on providing short and long-term staffing solutions to local governments. GovTemps worked with 180 organizations in 14 states to achieve over 450 placements. GovTemps is a certified Woman Owned Small Business and committed to recruiting individuals traditionally underrepresented in local government.

GovTemps Positions. Placements include: Managers and Administrators, Parks and Recreation Administrators, Police Chiefs, Executive Assistants, Clerks, HR Directors, HR Generalists, Finance Directors, CFO's, Accountants, Community Development Directors, Planners, Plan Reviewers, Permit Clerks, Public Works Directors and Superintendents, Engineers, and Building Officials.

Why Local Governments Choose GovTemps. Cities and villages choose GovTemps for the following reasons:

Talented and Skilled Candidates. GovTemps understands the unique position needs and expectations of local governments. GovTemps actively recruits employees through regular attendance at professional conferences and other events, outreach to its professional network, and proactive recruitment.

Cost Avoidance.   By partnering with GovTemps, local governments avoid the costs associated with employee recruitment and selection, as well as the expense of payroll withholdings,

employee health insurance and pensions. In addition, GovTemps carries workers' compensation and unemployment insurance on all employees.

Flexible Staffing Arrangements. GovTemps recognizes that local governments often need to fill a position on a short term or project basis due to employee transitions, illness or seasonal demand. Accordingly, GovTemps actively recruits employees who embrace flexible work schedules.

GovTemps Fee.   The employee hourly rate is determined by matching what the employee wishes to earn versus what the jurisdiction desires to pay.   Employees are typically paid only for hours worked.The GovTemps administrative 40% fee is added to the employee's hourly rate. The GovTemps fee covers the cost of recruitment, liability and other insurances, administration, overhead and profit. Fringe benefit, pension, other payrolling costs would be correspondingly avoided by Charlotte.

Selection Process.

1. The first step is to understand your essential position needs and your essential candidate attributes required. We typically do so by holding stakeholder meetings, conducting interviews, and creating a recruitment profile.

2. GovTemps staff advertises and discusses the position requirements with potential candidate(s) and presents those that are best suited for the position to the City.

3. Charlotte retains the decision-making on who it desires to interview. GovTemps will recruit candidates at no cost to Charlotte.

4. Once a candidate has been identified and the hourly rate set, GovTemps and Charlotte will enter into a short employee leasing agreement.

Recruitment will begin immediately upon contract approval. A draft advertisement will be presented to you for approval of the content and posted at no extra cost. Personal contacts and negotiations will thereafter commence and City Manager candidates presented for your review no later than the week of September 21st.

Once Charlotte selects your preferred candidate for City Manager, the interim recruitments for City Clerk and Finance Director will be brought to a head with your conclusion as to whether one or both are needed. The selection process will include the Interim City Manager and be conducted as per Charlotte's Charter. These hires are expected to be concluded with executed agreements as necessary several weeks after the Interim City Manager's hire as per the attached schedule.

Organizational analysis and recommendations & Fiscal assessment and analysis

Vettraino Consulting and Municipal Analytics (VC/MA) have reviewed the Scope of Work prepared by the City of Charlotte and considered information provided by the City during the pre-bid call. As experienced local government professionals, VC/MA will partner with Charlotte's leadership team to assist the City in considering and developing actionable recommendations for items included in the scope of work. While Vettraino Consulting will generally take the lead on the organizational analysis and recommendations scope of work and Municipal Analytics will generally take the lead on the fiscal assessment and analysis, **the consultants will work together on both scopes of work**.

The organization analysis and fiscal analysis (and the resulting recommendations) are deeply connected. **Working together the consultants will develop recommendations that are sensitive to both the organizational structure and the City's financial capacity.**

VC/MA would use a phased approach for this project:

Phase 1:   Preliminary Assessment and Refining of Objectives

Phase 2:   Analysis of Current Staffing and Financial Conditions, through Stakeholder Interviews and Review of Available Data

Phase 3:   Development of Additional Data, Analysis and Benchmarking

Phase 4:   Development of Organizational Analysis and Staffing Alternatives and Recommendations

Phase 5:   Presentation of Organizational and Staffing Findings

Phase 6:   Development of Financial Alternatives and Recommendations

Phase 7:   Presentation of Financial Findings

Throughout the project VC/MA, in concert with the City, will adjust its approach as necessary to best meet the goals of the City.

Our Approach to This Study

Phase 1:   Preliminary Assessment and Refining of Objectives

The City has a general idea of its goals and objectives as stated in the scope of work. VC/MA will work with staff and elected officials to further refine and develop the objectives of the project. VC/MA anticipates facilitating meetings with staff and potentially with one or more elected officials to ensure we understand and document the City's objectives. These stakeholder meetings are vital to the success of this project.   At the conclusion of this Phase the City and consultants will have a clear understanding of the objectives to be achieved and the deliverables to be produced during the project.

Phase 2:   Analysis of Current Staffing and Financial Conditions, through Stakeholder Interviews and Review of Available Data

Informed by the information gathered during Phase 1, VC/MA will review all available data from the City and develop current and projected conditions. From an organizational review, this will include an assessment of ability to meet current service goals and ability to implement the Vision 2025 strategic plan. From a fiscal review, this will include projected funding/service shortfalls, and available sources of funding.

To assist with this analysis, we will develop a five-year financial forecast model for the City. This model will include up to six operating funds, capital plans, existing and potential new debt, assumptions and charts to easily test and visualize the estimated future financial conditions of each fund. At the conclusion of the study, the City will be provided with the fully developed model and staff will be trained in its use. This tool will provide ongoing utility and value to the City for many years to come.

Phase 2 will include extensive stakeholder meetings with City staff and will provide the consultants with important processes, structures, staffing and position responsibility information. Through stakeholder interviews, personal observation and requests for documents related to job descriptions, budget, expenditures, processes, etc., VC/MA will construct its preliminary assessment of the current administrative and financial conditions of the City.

In addition, as noted in the RFP, City Council may expand the scope of work to review "other departments or functional areas determined as necessary through work completed" (page 3 of the RFP) as part of the project. At the conclusion of this Phase, the consultants will engage with the City Council to determine if additional scope/departments will be added to the project.

Phase 3:   Development of External Data, Analysis and Benchmarking

After Phase 1 and 2, the consultants will develop/research alternatives or options to provide services, reduce costs and/or increase revenue. As part of this process VC/MA will develop a comparable city benchmarking and best practices review. Examples of alternatives could

include developing new fee options, alternative rate structures or expense consolidation/elimination plans.

The benchmark communities will be agreed upon with the City before compiling the operational and financial data. An emphasis will be placed on smaller cities that serve as county seats. Benchmark metrics will be selected with a focus on operational efficiency, cost of city services, tax burden, debt load, scope of services and other identified measures. The collected data will be used to guide recommendations later in the study.

Phase 4:   Development of Organizational Analysis and Staffing Alternatives and Recommendations

Using the analysis developed in Phase 2 and Phase 3, VC/MA will develop alternatives and recommendations for each of the identified areas identified in the scope of work and/or during Phase 1. This will include, but is not limited to, review and recommendations regarding departmental and management structures; reporting relationships of staff; integration of responsibilities for implementation of the Vision 2025 strategic plan (and communications plan, as it becomes available); assessment of the structure and processes associated with finance and accounting operations; and assessment of structure and processes of any other departments as identified during Phase 2.

In addition, VC/MA will utilize their managerial and financial experience and statewide municipal network to identify best practices for municipal organizational management. Each best practice example will be assessed for its applicability to Charlotte's unique community and organizational needs. All analysis and alternatives will be completely customized based on the needs of Charlotte.

Phase 5:   Presentation of Organizational Analysis and Recommendations and Report (no later than October 16, 2020)

The analysis, alternatives and recommendations will be presented to the staff throughout the process for comment and refinement; to elected officials as needed to determine policy implications and viability. At the conclusion of Phase 4, we will develop a draft report summarizing the findings and recommendations resulting from our assessment and analysis of the City's organization and the consultants' recommendations and provide it to the City.

If requested, VC/MA will also outline the entire purpose, process and recommendations of the project at a public meeting. In addition to their technical expertise in the areas of budget and service provision, VC/MA pride themselves on their ability to communicate to citizens, elected officials and staff in a clear and sincere way. We believe that every member of the community should understand the "how" and "why" a local government operates, and we are committed to delivering this project in a way that accomplishes this.

At minimum, two printed copies and a digital file of the report, including analysis and recommendations will be presented to the City. The report will include 1) a draft administrative plan ordinance amendment consistent with the recommendations; 2) position descriptions for recommended management and supervisor positions; 3) and overall analysis and recommendations. The reports will be completed no later than October 16, 2020, as requested in the City's addendum to the original request for proposals. As noted in Phase 2, the City will also be provided with the financial forecasting model and training upon completion of the study.

Phase 6: Development of Fiscal Alternatives and Recommendations

Throughout the course of the study, we will gather information related to the City's finances. Many documents are available on the City's website, and other documents will be requested as needed. Examples of documents we will collect and review include: prior and current operating budgets, capital improvement plans, audited financial statements, debt service schedules, pension and OPEB actuarial valuations, corrective action plans, labor contracts, asset and depreciation schedules, utility rate schedules, fee schedules, shared service agreements, assessing reports, millage and Headlee reports, financial policies, strategic plan, ordinances, City Charter and other documents identified through research and conversations with City staff and elected officials.

Relevant information will be used to create the basis of the five-year financial model noted in Phase 2, above. Other information will be organized and summarized for the benchmark study described in Phase 3. Ten years of historical records of the City's revenues, expenditures, fund balance/fund equity will be analyzed to help identify trends that might provide insights into revenue enhancement or cost containment options.

As we gain a deeper understanding of the City's finances, we will begin exploring options for improving the City's long-term financial sustainability. Included in our analysis will be the full range of Charlotte's financial demands, revenue limitations, revenue opportunities and cost containment potential. Some specific considerations would include the infrastructure needs of the City, increasing pension and OPEB obligations, limitations on taxing capacity, debt capacity, alternative revenue options, potential shared service options, debt refinancing, strategic utilization of available cash reserves, new debt issuance, lower-cost benefit options, utility rate strategies, internal cost recovery, sale or lease of City-owned assets and any other options that we are able to identify.

After cataloging the full range of fiscal demands, challenges and opportunities, we will prepare a diverse scope of options for addressing the City's financial needs, with a particular emphasis on financing investment in streets. Potential recommendations resulting from our financial assessment and analysis will be evaluated for practicality, burden on taxpayers and ratepayers, political acceptability, effectiveness, timeliness, alignment with strategic priorities and consistency with the benchmark metrics developed earlier in the study. We will review our

findings and analysis with City officials before narrowing the recommendations to those that have the greatest potential to meet the specific needs of Charlotte.

Phase 7:   Presentation of Fiscal Findings and Report
**   (no later than November 16, 2020)**

At the conclusion of Phase 6, we will develop a draft report summarizing the findings and recommendations resulting from our assessment and analysis of the City's finances. Included in the report will be the benchmark research, summary of historical financial trends, our findings related to the City's current financial position, recommendations for funding the City's annual pension required contributions, possible benefit changes to be included in the next round of contract negotiations, an analysis of street improvement funding options, results of the five-year financial forecast (including alternative scenarios based on possible new revenues, new debt, lower operating costs and other variables that will be tested during the course of the study), recommendations for actions that can be taken immediately, short-term and longer-term, estimated impact on taxpayers and ratepayers, as well as considerations for financial policies to improve financial stability.

After review of the draft report by selected City officials, we will finalize the report and prepare a presentation for the City Council. The City will be provided two printed copies and a digital file of the final report(s) and supporting documentation. The reports will be completed no later than November 16, 2020, as requested in the City's addendum to the original request for proposals. As noted in Phase 2, the City will also be provided with the financial forecasting model and training upon completion of the study.

Timeline

Week #	Starting Date	Organizational Analysis & Recommendations	Fiscal Assessment and Analysis	Interim Employment Services	Executive Search for City Manager (proposed as additional service)
1	8/24/2020	Phase 1	Phase 1	Review candidate profiles with City	
2	8/31/2020	Phases 1 & 2	Phases 1 & 2	Interim Ad Placements	
3	9/7/2020	Phase 2	Phase 2	Interim Recruitments	
4	9/14/2020	Phases 2 & 3	Phases 2 & 3	Interim Recruitments	
5	9/21/2020	Phases 3 & 4	Phase 3	Interim Manager Agreement executed	
6	9/28/2020	Phase 4	Phases 3 & 6	Interim Manager start	
7	10/5/2020	Phases 4 & 5	Phase 6	Interim City Clerk and Finance Director Agreements executed*	
8	10/12/2020	Final report	Phase 6	Interim City Clerk & Finance Director start*	
9	10/19/2020		Phase 6		Executive Search start
10	10/26/2020		Phase 6		
11	11/2/2020		Phases 6 & 7		
12	11/9/2020		Phase 7		
13	11/16/2020		Final report		
14	11/23/2020				See detailed timeline in additional service proposal
15	11/30/2020				
16	12/7/2020				
17	12/14/2020				
18	12/21/2020				
19	12/28/2020				
20	1/4/2021				
21	1/11/2021			*New City Manager start - proposed*	
22	1/18/2021				
23	1/25/2021				
24	2/1/2021				
25	2/8/2021				
26	2/15/2021				
27	2/22/2021				
28	3/1/2021			New City Manager start	

* As necessary, based on review by the consultants and approval by the City

Schedule of rates

RFP APPENDIX 2 - NOT TO EXCEED COSTS			
Service	**Description**	**Not to Exceed Cost**	**Basis**
Interim Management (Beginning October 1, 2020) - Based on 40 weekly hours	City Manager*	$12,320 to 13,440 per month	160 hrs per month, $55 to $60 per hour employee rate + GovTemps fee
	City Clerk*	$9,408 to $10,080 per month	160 hrs per month, $42 to $45 per hour employee rate + GovTemps fee
	Finance Director*	$11,200 to $12,320 per month	160 hrs per month, $50 to $55 per hour employee rate + GovTemps fee
Hourly rate can be more or less, depending on the individual Manager, Clerk or Finance Director selected. Hourly rates are developed based on employee experience desired and set at an agreed rate by GovTemps, the City and the interim employee.			
Organizational Analysis (Due October 16, 2020)	Assessment of departmental and management structures including finance and accounting	$13,360.00	Lump Sum**
Financial Assessment and Analysis (Due November 16, 2020)	Benchmarking study; analysis of pensions, budget, and infrastructure investment	$12,450.00	Lump Sum**
** Not to exceed lump sum amounts are contingent on the award of both the Organizational Analysis and the Financial Assessment and Analysis.*			
Total estimated consulting hours for the Organizational Analysis and Financial Assessment and Analysis is:	*187*		
Total estimated direct reimbursable type costs included in the lump sum proposal for the Organizational Analysis and Financial Assessment and Analysis is:	$1,500.00		

Payment Terms

Invoices for services shall be billed monthly, for the percentage of project completed, hours of interim employment services provided and/or consulting services provided.

GovTemps shall bill for interim employment services. GovHR shall bill for executive recruitment services (as noted in the "Additions" section of this response). Vettraino Consulting shall bill for all other services.

Invoices are due 15 days from the date of invoice.

Additional consulting services, outside of the scope of work described in the RFP and this proposal, and agreed upon in writing by the City and the consultants, shall be billed at a rate of $130.00 per hour, plus reimbursable costs.

If during the review of the scope of the project, the City prefers hourly or per-service fees for the Organizational Analysis and Fiscal Analysis services (rather than lump sum fees), Vettraino Consulting would be open to considering alternative fee arrangements.

Attesting statement

The submitting firms attest that the consultants will maintain at all times a sufficient number of trained, professional staff to provide expertise to perform the agreed upon scope of work within established time frames; that the consultant has considerable prior experience serving Michigan municipalities in the provision of services comparable to those outlined in the scope of work; that the consultant is familiar with the statutes, regulations, policies and procedures typically applicable to Michigan municipalities; and that the consultant will provide proper training for and supervision over staff assigned to perform duties under the contract to be awarded.

Exceptions from the scope of work

None.

Insurance

Certificate of insurance provided by each of the firms, starting on the next page.

VETTR-1   OP ID: AJ

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DATE (MM/DD/YYYY)
08/07/2020

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IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER 586-463-4573 Nickel & Saph, Inc. P. O. Box 46907 Mt. Clemens, MI 48046-6907 Stephen R. Saph Jr.	CONTACT NAME: Stephen R. Saph Jr.		
	PHONE (A/C, No, Ext): 586-463-4573		FAX (A/C, No): 586-463-3135
	E-MAIL ADDRESS: stephenjr@nickelsaph.com		
	INSURER(S) AFFORDING COVERAGE		NAIC #
	INSURER A : Hastings Mutual		14176
INSURED Vettraino Consulting, LLC P. O. Box 82202 Rochester, MI 48307	INSURER B :		
	INSURER C :		
	INSURER D :		
	INSURER E :		
	INSURER F :		

COVERAGES   CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY			GL 9963887	08/01/2020	08/01/2021	EACH OCCURRENCE	$ 1,000,000
	☐ CLAIMS-MADE X OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 100,000
							MED EXP (Any one person)	$ 5,000
							PERSONAL & ADV INJURY	$ 1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$ 2,000,000
	☐ POLICY ☐ PRO-JECT ☐ LOC						PRODUCTS - COMP/OP AGG	$ 2,000,000
	☐ OTHER:							$
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	$
	☐ ANY AUTO						BODILY INJURY (Per person)	$
	☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
	☐ UMBRELLA LIAB ☐ OCCUR						EACH OCCURRENCE	$
	☐ EXCESS LIAB ☐ CLAIMS-MADE						AGGREGATE	$
	☐ DED ☐ RETENTION $							$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y / N						☐ PER STATUTE ☐ OTH-ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	N / A					E.L. EACH ACCIDENT	$
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	$
							E.L. DISEASE - POLICY LIMIT	$

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER	CANCELLATION
CHARLOT City of Charlotte 111 E Lawrence Ave Charlotte, MI 48813	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE Stephen R. Saph Jr.

ACORD 25 (2016/03)

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7/13/2020

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IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	CONTACT NAME: Select Commercial	
Assurance Agency, Ltd. 20 North Martingale Road Suite 100 Schaumburg IL 60173	PHONE (A/C, No. Ext): (847)797-5700	FAX (A/C, No): (847) 440-9133
	E-MAIL ADDRESS: select@assuranceagency.com	
	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A : Everest Insurance Co	
INSURED GOVHUSA-01 GovHR USA, LLC GovTemps USA, LLC 630 Dundee Rd #130 Northbrook IL 60062	INSURER B : Lloyds of London	85202
	INSURER C : Technology Insurance Company	42376
	INSURER D :	
	INSURER E :	
	INSURER F :	

COVERAGES   CERTIFICATE NUMBER: 893784226   REVISION NUMBER:

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INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY CLAIMS-MADE X OCCUR			91ML001668201	7/7/2020	7/7/2021	EACH OCCURRENCE	$1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	$1,000,000
							MED EXP (Any one person)	$10,000
							PERSONAL & ADV INJURY	$1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER: POLICY PRO-JECT LOC OTHER:						GENERAL AGGREGATE	$2,000,000
							PRODUCTS - COMP/OP AGG	$2,000,000
								$
A	AUTOMOBILE LIABILITY ANY AUTO OWNED AUTOS ONLY SCHEDULED AUTOS X HIRED AUTOS ONLY X NON-OWNED AUTOS ONLY			91ML001668201	7/7/2020	7/7/2021	COMBINED SINGLE LIMIT (Ea accident)	$1,000,000
							BODILY INJURY (Per person)	$
							BODILY INJURY (Per accident)	$
							PROPERTY DAMAGE (Per accident)	$
								$
A	X UMBRELLA LIAB X OCCUR EXCESS LIAB CLAIMS-MADE DED X RETENTION $10,000			91CU001265201	7/7/2020	7/7/2021	EACH OCCURRENCE	$4,000,000
							AGGREGATE	$
								$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y/N ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y N/A (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below			TARIL3620209	1/1/2020	1/1/2021	X PER STATUTE OTH-ER	
							E.L. EACH ACCIDENT	$1,000,000
							E.L. DISEASE - EA EMPLOYEE	$1,000,000
							E.L. DISEASE - POLICY LIMIT	$1,000,000
A B A	Crime Cyber Liability Employment Practices Liability			91CR000639201 ESJ0219668983 91ML001668201	7/7/2020 7/7/2020 7/7/2020	7/7/2021 7/7/2021 7/7/2021	Limit: $100,000 Limit: $250,000 Occurence: $1,000,000	Deductible: $1,000 Deductible: $2,500 Agg.: $1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
Professional Liability - Everest Insurance Co. - 91ML001668201 - Effective 7/7/2020 to 7/7/2021 $1M Occurrence. $2M Aggregate.

Workers Compensation and Employers' Liability: Any Proprietor/Partner/Executive Officer/Member, as listed on the policy, is excluded.

CERTIFICATE HOLDER	CANCELLATION
	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE *Daniel S. Kjeros*

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DATE (MM/DD/YYYY) 07/29/2020

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PRODUCER	CONTACT NAME:	
Hiscox Inc. 520 Madison Avenue 32nd Floor New York, NY 10022	PHONE (A/C, No. Ext): (888) 202-3007	FAX (A/C, No):
	E-MAIL ADDRESS: contact@hiscox.com	

	INSURER(S) AFFORDING COVERAGE	NAIC #
	INSURER A : Hiscox Insurance Company Inc	10200
INSURED Municipal Analytics, LLC 1550 Westfield Av Ann Arbor MI 48103	INSURER B :	
	INSURER C :	
	INSURER D :	
	INSURER E :	
	INSURER F :	

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

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INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY			UDC-1815413-CGL-20	09/12/2020	09/12/2021	EACH OCCURRENCE	$ 1,000,000
	☐ CLAIMS-MADE X OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 100,000
							MED EXP (Any one person)	$ 5,000
							PERSONAL & ADV INJURY	$ 1,000,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$ 2,000,000
	X POLICY ☐ PRO-JECT ☐ LOC						PRODUCTS - COMP/OP AGG	$ S/T Gen. Agg.
	OTHER:							$
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	$
	☐ ANY AUTO						BODILY INJURY (Per person)	$
	☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
	☐ UMBRELLA LIAB ☐ OCCUR						EACH OCCURRENCE	$
	☐ EXCESS LIAB ☐ CLAIMS-MADE						AGGREGATE	$
	☐ DED ☐ RETENTION $							$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N ☐	N/A				☐ PER STATUTE ☐ OTH-ER	
							E.L. EACH ACCIDENT	$
							E.L. DISEASE - EA EMPLOYEE	$
							E.L. DISEASE - POLICY LIMIT	$

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER	CANCELLATION
	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE

ACORD® CERTIFICATE OF LIABILITY INSURANCE

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PRODUCER	CONTACT NAME:		
Hiscox Inc. 520 Madison Avenue 32nd Floor New York, NY 10022	PHONE (A/C, No. Ext): (888) 202-3007		FAX (A/C, No):
	E-MAIL ADDRESS: contact@hiscox.com		
	INSURER(S) AFFORDING COVERAGE		NAIC #
	INSURER A : Hiscox Insurance Company Inc		10200
INSURED	INSURER B :		
Municipal Analytics, LLC 1550 Westfield Av Ann Arbor MI 48103	INSURER C :		
	INSURER D :		
	INSURER E :		
	INSURER F :		

COVERAGES   CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	COMMERCIAL GENERAL LIABILITY CLAIMS-MADE ☐ OCCUR ☐						EACH OCCURRENCE	$
							DAMAGE TO RENTED PREMISES (Ea occurrence)	$
							MED EXP (Any one person)	$
							PERSONAL & ADV INJURY	$
	GEN'L AGGREGATE LIMIT APPLIES PER: POLICY ☐ PRO-JECT ☐ LOC ☐ OTHER:						GENERAL AGGREGATE	$
							PRODUCTS - COMP/OP AGG	$
								$
	AUTOMOBILE LIABILITY ANY AUTO ☐						COMBINED SINGLE LIMIT (Ea accident)	$
							BODILY INJURY (Per person)	$
	OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☐						BODILY INJURY (Per accident)	$
	HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY ☐						PROPERTY DAMAGE (Per accident)	$
								$
	UMBRELLA LIAB ☐ OCCUR ☐						EACH OCCURRENCE	$
	EXCESS LIAB ☐ CLAIMS-MADE ☐						AGGREGATE	$
	DED ☐ RETENTION $							$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y/N ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? ☐ (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A					PER STATUTE ☐ OTH-ER ☐	
							E.L. EACH ACCIDENT	$
							E.L. DISEASE - EA EMPLOYEE	$
							E.L. DISEASE - POLICY LIMIT	$
A	Professional Liability			UDC-1815413-EO-20	09/12/2020	09/12/2021	Each Claim: Aggregate:	$ 1,000,000 $ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER	CANCELLATION
	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE

ACORD 25 (2016/03)

CERTIFICATE OF LIABILITY INSURANCE

	DATE (MM/DD/YYYY)
	12/06/2019

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	CONTACT NAME:		
biBERK	PHONE (A/C, No, Ext): 844-472-0967		FAX (A/C, No): 203-654-3613
P.O. Box 113247	E-MAIL ADDRESS: SalesSupport@biBERK.com		
Stamford, CT 06911	INSURER(S) AFFORDING COVERAGE		NAIC #
	INSURER A : Berkshire Hathaway Direct Insurance Company		10391
INSURED	INSURER B :		
Municipal Analytics	INSURER C :		
	INSURER D :		
1550 Westfield Avenue	INSURER E :		
Ann Arbor, MI 48103	INSURER F :		

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	COMMERCIAL GENERAL LIABILITY						EACH OCCURRENCE	$ 0
	CLAIMS-MADE ☐ OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 0
							MED EXP (Any one person)	$ 0
							PERSONAL & ADV INJURY	$ 0
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	$ 0
	POLICY ☐ PRO-JECT ☐ LOC						PRODUCTS - COMP/OP AGG	$ 0
	OTHER:							$
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	$
	ANY AUTO						BODILY INJURY (Per person)	$
	OWNED AUTOS ONLY ☐ SCHEDULED AUTOS						BODILY INJURY (Per accident)	$
	HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY						PROPERTY DAMAGE (Per accident)	$
								$
	UMBRELLA LIAB ☐ OCCUR						EACH OCCURRENCE	$
	EXCESS LIAB ☐ CLAIMS-MADE						AGGREGATE	$
	DED ☐ RETENTION $							$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y/N ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? [N] (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	N9WC133231	01/01/2020	01/01/2021	X PER STATUTE ☐ OTH-ER	
							E.L. EACH ACCIDENT	$ 100,000
							E.L. DISEASE - EA EMPLOYEE	$ 100,000
							E.L. DISEASE - POLICY LIMIT	$ 500,000
	Professional Liability (Errors & Omissions): Claims-Made						Per Occurrence/ Aggregate	

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER	CANCELLATION
Municipal Analytics 1550 Westfield Avenue Ann Arbor, MI 48103	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE *Rakesh Gupta*

ACORD 25 (2016/03)

Additions/alternatives

Executive recruitment of the City Manager position

Vettraino Consulting, through its relationship with GovHR USA respectfully offers an additional service of Executive Recruitment for the position of City Manager. Based on the Phased approach offered in this response, and deadlines for completion of work offered in the RFP, GovHR USA recommends that City Manager executive search kickoff following Phase 5 of the project (shortly after October 16, 2020).

Below is a proposed timeline showing if the executive recruitment of the City Manager was integrated into this project, the new City Manager could be appointed near the beginning of January. The below timeline is for demonstration purposes, it can be accelerated or prolonged, depending on the preference of the elected officials, needs of the staff, performance of the interim city manager and holidays.

			Kick-off Date	Projected End Date
GovHR USA GovTempsUSA			10/19/2020	1/14/2021
			12	weeks
			Recruitment Consultant	Vettraino
Timeline				
Charlotte - City Manager				
draft	8/7/2020	Work in process		
	Phase 1: Position Assessment, Announcement and Brochure Development			
	1.1 One-on-one stakeholder interviews		Completed as part of the Mgt Review project	
Weeks 1	1.2 Develop Position Announcement		Week of October 19, 2020	
	1.3 Develop Recruitment Brochure		Week of October 19, 2020	
	1.4 Agreement on Recruitment Advertising Timetable		Week of October 19, 2020	
	Phase 2: Advertising, Candidate Recruitment and Outreach			
	2.1 Placement of ad in publications and online		Week of October 24, 2020	
	2.2 Consider databases of candidates		Week of October 24, 2020	
Weeks 2 - 8	**Phase 3: Candidate Evaluation and Screening**			
	3.1 Review candidate applications		Week of November 28, 2020	
	3.2 Reference check		Week of December 5, 2020	
Week 9	**Phase 4: Presentation of Recommended Candidates**			
	4.1 Recruitment Report Binders		Week of December 12, 2020	
	4.2 Recruitment Report Meeting		Week of December 19, 2020	
	Phase 5: Interviewing Process			
Weeks 10 - 11	5.1 Establish Interview Content for First Round interviews		Week of December 19, 2020	
	5.2 Additional Background check for First Round candidates		Week of December 19, 2020	
	5.3 First Round Interview Prep		Week of December 26, 2020	
	5.4 First Round Interviews		Week of January 2, 2021	
	5.5 Establish Interview Content for Second Round (SR) inter		Week of January 2, 2021	
	5.5 Second Round Interview Prep (if needed)		Week of January 2, 2021	
Week 12	5.6 Second Round Interviews (if needed)		Week of January 9, 2021	
	Phase 6: Appointment of Candidate			
	6.1 Notify first choice candidate		Week of January 9, 2021	
	6.2 *Optional - Employment Agreement assistance*		Week of January 9, 2021	
	6.3 Notify FR and SR candidates		Week of January 9, 2021	

The consultants would recommend hiring the position of City Manager before subsequent positions (i.e. clerk, treasurer and/or other positions identified by the City and consultants during the project). As part of this project, position descriptions will be developed outlining the duties and strengths the City seeks for each existing/new position, however each candidate will have strengths/weaknesses. The City Manager will also have their own strengths/weaknesses, which may inform the strengths/weaknesses the City may stress during the selection process of the other staff positions.

Proposal from GovHR USA starting on the next page.

City of Charlotte, Michigan

City Manager

Recruitment Proposal

August 7, 2020

GovHR USA
GovTemps USA

Table of Contents

About Us

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

GovHR is a public management consulting firm serving local government clients and other public-sector entities across the country. Our headquarters are in Northbrook, Illinois. We are a certified Female Business Enterprise in the State of Illinois and work exclusively in the public and non-profit sectors. GovHR offers customized executive recruitment services, management studies and consulting projects for local government and organizations who work with local government. Please note the following key qualifications of our firm:

➢ Since our establishment in 2009, our consultants have conducted more than 700 recruitments in 38 states, with an increase in business of at least 30% each year. Twenty-eight (28%) of our clients are repeat clients, the best indicator of satisfaction with our services.

➢ Surveys of our clients show that 94% rate their overall experience with our firm as Outstanding and indicate they plan to use our services or highly recommend us in the future.

➢ Our state of the art processes, including extensive use of social media for candidate outreach and video interviews with potential finalist candidates, ensure a successful recruitment for your organization.

➢ Our high quality, thorough recruitment brochure reflects the knowledge we will have about your community and your organization and will provide important information to potential candidates.

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

About the Owners

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

Ms. Voorhees has conducted more than 250 recruitments in her management consulting career, with many of her clients repeat clients, attesting to the high quality of work performed for them. In addition to her 17 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service, including ten years as the Village Manager for the Village of Wilmette, Illinois.

Ms. Cademartori is a seasoned manager, with expertise in public sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. 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

Recruitment Consultant & Main Point of Contact:

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

Proposal Inquiry:

Laurie Pederson
Administrative Services Director
847-380-3198
LPederson@GovHRusa.com

GovHR Owners:

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

Joellen J. Cademartori
Chief Executive Officer
847-380-3239
JCademartori@GovHRusa.com

References

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

Royal Oak, Michigan

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

Recruitments conducted:
City Manager, 2020

Ferndale, Michigan

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

Recruitments conducted:
City Manager, 2019

South Lyon, Michigan

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

Recruitments conducted:
City Manager, 2018

Scope of Services – Full Scope Recruitment

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

Phase I: Position Assessment, Position Announcement & Brochure

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

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

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

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

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

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

Phase II: Advertising, Candidate Recruitment & Outreach

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

Phase II will include the following:
- ➢ GovHR consultants will personally identify and contact potential candidates in person, via email, and also via telephone.
- ➢ Develop a database of potential candidates from across the country unique to the position and to the client, focusing on:
  - ➢ Leadership and management skills
  - ➢ 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
>>> ▪ Twitter
>>> ▪ Instagram
> ➤ GovHR will provide you with a list of advertising options for approval

PHASE III: Candidate Evaluation & Screening

Phase III will include the following steps:

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

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.

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:

Background Screening Process

- Drivers History
- Social Security Verification
- Education Verfication
- Credit History
- Criminal Background Screening
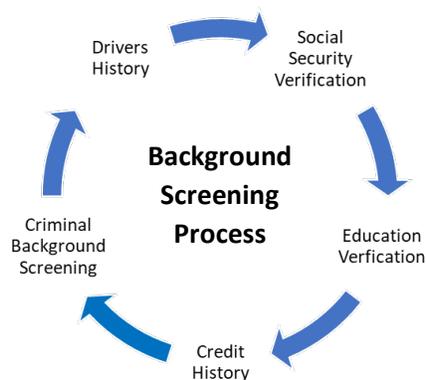
*Per state and federal regulations

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

Phase VI: Appointment of Candidate

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

Project Timeline

Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12

Phase I

Phase II

Phase III

Phase IV

Phase V

Phase VI
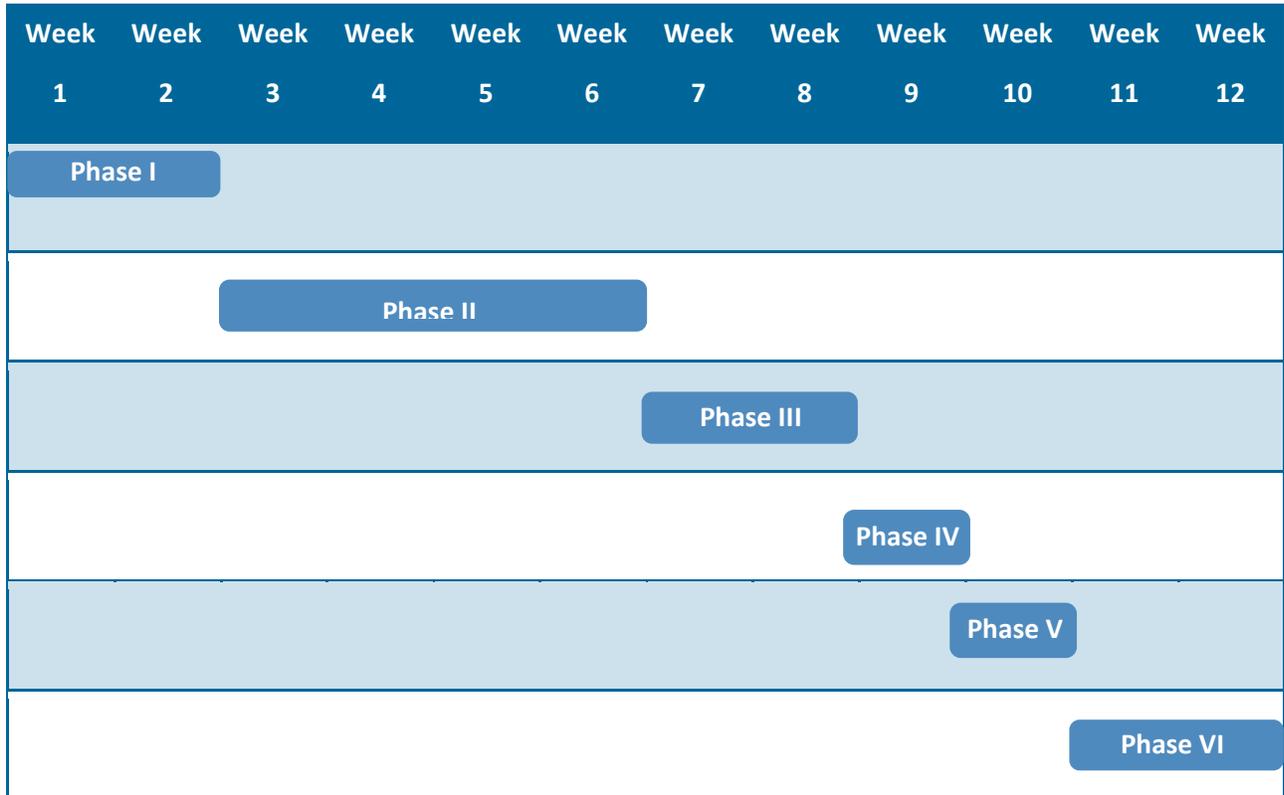
Weeks 1 & 2	Phase 1: On Site Interviews & Brochure Development
Weeks 3 thru 6	Phase 2: Advertising, Candidate Recruitment & Outreach
Weeks 7 & 8	Phase 3: Candidate Evaluation & Background Screening
Week 9	Phase 4: Presentation of Recommended Candidates
Week 10	Phase 5: Interview Process & Additional Background Screening
Weeks 11 & 12	Phase 6: Appointment of Candidate

Full Scope Recruitment – Price Proposal

Summary of Costs:

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

1. Presentation of recommended candidates
2. Interview Process

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

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

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

Payments for Fees & Services:

Professional fees and expenses will be invoiced as follows:

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.

Recruitment Fee:
$16,000
Discount*: ($1,500)

Total fee with discount*: $14,500

_____

Recruitment Expenses:
Expenses include candidate due diligence efforts
$1,500

_____

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

_____

Total:
$18,500**

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

GovHR Guarantee

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

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

Why Choose GovHR?

➢ We are a leader in the field of local government recruitment and selection with experience in more than 38 states, in communities ranging in population from 1,000 to 1,000,000. More than 28% of our clients are repeat clients showing a high level of satisfaction with our work. We encourage you to call any of our previous clients.

➢ We are committed to bringing a diverse pool of candidates to your recruitment process. We network extensively with state, city and county management associations, attending more than 20 state and national conferences each year. In addition, we support and attend the meetings of League of Women in Government, the Local Government Hispanic Network, National Forum for Black Public Administrators and Engaging Local Government Leaders.

➢ We conduct comprehensive due diligence on candidates. Before we recommend a candidate to you, we will have interview them via video, conducted reference calls, and media and social media searches. Our knowledge of local government ensures that we can ask probing questions that will verify their expertise.

➢ We are your partners in this important process. You are welcome to review all the resumes we receive and we will share our honest assessment of the candidates.

➢ Our goal is your complete satisfaction. We are committed to working with you until you find the candidate that is the best fit for your position.

Signature Page

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

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

Client Name/Organization_____

Client Contact Name/Position _____

Signature _____

Date _____

Billing Contact _____

Billing Contact Email _____

GovTemps USA

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

Recorded One-Way Video Interview of Candidates

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

Leadership/Personality Testing

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

360° Evaluation

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

JAYMES VETTRAINO

GovHR USA
GovTemps USA

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

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

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

PROFESSIONAL EDUCATION

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

PROFESSIONAL DEVELOPMENT AND SPEAKING ENGAGEMENTS

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

MEMBERSHIPS AND AFFILIATIONS

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

AWARDS

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

PROFESSIONAL BACKGROUND

Over 17 Years in Local Government Management

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