



**CITY OF MILAN
CITY COUNCIL AGENDA
COUNCIL CHAMBERS**

**AUGUST 9, 2021
7:30 P.M.**

**REGULAR MEETING
MUNICIPAL BUILDING**

CALL TO ORDER:

PLEDGE OF ALLEGIANCE:

ROLL CALL OF COUNCIL MEMBERS: Mayor Dominic Hamden __, Councilpersons Dave Baldwin__, Ann Gee __, Douglas Gilson__, Mary Kerkes__, Edward Kolar__, Jesse Nie__.

OTHER OFFICERS PRESENT: Interim City Administrator Police Chief Donald Tillery__, Clerk Lavonna Wenzel __, City Attorney Steven Mann __, Police Lt. Jeremy Nieman__, City Treasurer Sarah Finch__, Building/Zoning Craig Strong__, MIS & Communications Director John Koehler __, Parks & Recreation Director Ellen Bell __, Main Street Director Jill Tewsley__, DPW Director Stan Kirton__, Fire Chief Robert Stevens__.

APPROVAL OF AGENDA: August 9, 2021

Motion by Councilperson_____, seconded by Councilperson_____

APPROVAL OF MINUTES: July 26, 2021 - Regular Meeting

Motion by Councilperson_____, seconded by Councilperson_____.

CITIZENS MATTERS FROM THE FLOOR: (5-minute time limit per person)

A. Residents:

B. Non-Residents:

CONSENT AGENDA:

A. Approve the Guest Flag Raising Request Form.

Motion by Councilperson_____, seconded by Councilperson_____ to approve Consent Agenda item A.

**CITY COUNCIL AGENDA
AUGUST 9, 2021
PAGE TWO**

MATTERS FOR ACTION

1. Approve/Award the Contract for Executive Recruitment of the New City Administrator to Walsh Municipal Services, LLC.

Motion by Councilperson_____, seconded by Councilperson_____ to approve the contract.

2. Approve Resolution 2021-14 – A RESOLUTION RECOGNIZING ANNEXATION OF CERTAIN PROPERTY FROM THE TOWNSHIP OF MILAN PURSUANT TO A CERTAIN COOPERATIVE INTERGOVERNMENTAL AGREEMENT FOR THE CONDITIONAL TRANSFER OF PROPERTY

Motion by Councilperson_____, seconded by Councilperson_____ to approve Resolution 2021-14

BILLS PAYABLE AND PAYROLL: \$600,007.21

Motion by Councilperson_____, seconded by Councilperson_____.

CITIZENS MATTERS FROM THE FLOOR: (3-minute time limit per person)

A. Residents:

B. Non-Residents:

ITEMS FOR DISCUSSION:

MAYOR, COUNCIL & STAFF REPORTS AND/OR COMMENTS:

NEXT REGULAR MEETING:

Monday, August 23, 2021 (*Agenda Item Submission Deadline, August 18, 2021*)

ADJOURNMENT: Motion to adjourn meeting at ____ P.M. by Councilperson_____ seconded by Councilperson_____.

All matters to be presented to Milan City Council for their review, consideration and/or action, must be submitted in writing no later than 4:00 p.m., the Wednesday preceding the date of the meeting (normally the second and fourth Mondays of each month).

Special Notes:

The City of Milan will provide reasonable auxiliary aids and services, such as signers for the hearing impaired, and audiotapes of printed materials being considered at the meeting to individuals with disabilities upon one week's notice to the City of Milan. Individuals with disabilities requiring auxiliary aids or services should contact the City of Milan by writing or calling the following:

Lavonna Wenzel, City Clerk
147 Wabash, Milan, Michigan 48160
Equal Opportunity Employer

**MINUTES OF A REGULAR MEETING OF THE MILAN CITY COUNCIL HELD
ON JULY 26, 2021
147 WABASH ST. MILAN, MICHIGAN 48160**

Mayor Hamden called the meeting to order at 7:30 p.m.

COUNCIL MEMBERS PRESENT: Mayor Hamden, Pro-Tem Kolar, Council Members Baldwin, Gee, Gilson, Kerkes, and Nie.

OTHER OFFICERS PRESENT: Interim City Administrator/Police Chief Donald Tillery, City Clerk Lavonna Wenzel, City Treasurer Sarah Finch, City Attorney Steve Mann, Lt. Nieman, MIS/Communications Director John Koehler, DPW Director Stan Kirton, and Main Street Director Jill Tewsley, Parks and Recreation Director Ellen Bell, Building/Zoning Director Craig Strong and Fire Chief Stevens.

OTHERS PRESENT: Josh Kofflin, Carrie Ritchie, Annie Riddle, Toni Thompson, Jodie Franklin, Shannon Wayne, and Martha Churchill.

APPROVAL OF AGENDA: July 26, 2021

Motion to approve the agenda by Councilmember Kerkes, seconded by Councilmember Nie.

Motion carried unanimously.

APPROVAL OF MINUTES: June 12, 2021 - Regular Meeting Minutes

Motion by Councilmember Kerkes to amend agenda by removing Matters for Action item #3 "Approve proposal for street closures during the Route 23 Craft Beer Fest on August 28, 2021", and replace it with a new item #3 "Approve TCO 2021-05-T", seconded by Councilmember Nie.

Motion carried unanimously.

CITIZENS MATTERS FROM THE FLOOR: (5-minute time limit per person)

A. Residents: Matt Belford spoke on behalf of the Milan Fair Board and presented donations from the Milan Fair to the Parks and Recreation Department and to the Milan Police Department.

B. Non-Residents: None.

SPECIAL PRESENTATION:

City Treasurer Sarah Finch presented a fourth quarter preliminary budget update for Fiscal Year 2021.

CONSENT AGENDA:

A. Fundraiser, Parade, Solicitation and Special Event Request (Ignite Church – Summer Splash Event – on July 31, 2021, from 12:00 pm to 3:30pm).

B. Fundraiser, Parade, Solicitation and Special Event Request (Milan High School Student Council – Homecoming Parade on September 24, 2021, from 5:15pm to 6:16pm).

Motion by Councilmember Gilson, seconded by Councilmember Gee, to approve Consent Agenda items A and B.

Motion carried unanimously.

MATTERS FOR ACTION:

1. Approve the Expenditure of up to \$20,000 for a New Police Detective Vehicle.

Motion by Councilmembers Nie, seconded by Councilmembers Kolar to approve expenditure.

Motion carried unanimously.

2. Approve 2022 Agreement between Milan Community Fair and the City of Milan.

Motion by Councilmember Kerkes seconded by Councilmember Gilson to approve the agreement.

Motion carried unanimously.

3. (Newly Added) Approve TCO 2021-05-T.

Motion by Councilmember Baldwin seconded by Councilmember Nie to approve the TCO.

BILLS PAYABLE AND PAYROLL: **\$408,521.90**

Motion by Councilmember Kerkes, seconded by Councilmember Gee.

Motion carried unanimously.

CITIZENS MATTERS FROM THE FLOOR: (3-minute time limit per person)

A. Residents: None

B. Non-Residents: None

MAYOR, COUNCIL & STAFF REPORTS AND/OR COMMENTS:

Interim City Administrator/Chief of Police thanked Department heads for their support and teamwork.

Police Lt. Nieman shared traffic warnings and provided police department updates.

Parks and Recreation Director Bell announced the blue grass band "The Blue Walkers" will be performing at the next "Concert and Movie in the Park". Check parks and recreation website for more details.

Main Street Director Tewsley announced that Main Street and the Milan Chambers is working with Milan High School and shared details regarding the Milan High School Homecoming parade.

Councilmember Nie provided information regarding Historical Society and operating hours for the Hack House.

Councilmember Baldwin thanked the Milan Police department for helping the Milan Youth Council with their project.

Councilmember Gilson announced the annual Milan Car-fest and Bluegrass Festival has begun.

Councilmember Kolar is happy to see the completion of the Platt Road project. He would like to see more sidewalks added throughout the city.

Mayor Hamden thanked DPW for all their hard work. He thanked Milan Beautification Commission for the new City Hall Sign that was painted beautifully by Ms. Roney. Mayor Hamden announced that the contract for the City Administrator search will be up for review shortly.

NEXT REGULAR MEETING:

Monday, August 9, 2021 (Agenda Item Submission Deadline, August 4, 2021)

ADJOURNMENT: Motion to adjourn the regular meeting at 8:15 PM. by Councilmember Kerkes, seconded by Councilmember Gee.

Dominic Hamden, Mayor

Lavonna Wenzel, Clerk



**CITY OF MILAN
STAFF REPORT FOR
COUNCIL AGENDA ITEMS
MEETING DATE: AUGUST 9, 2021**

TO: Mayor Hamden and City Council Members
FROM: Lavonna Wenzel, City Clerk
DATE: August 4, 2021
SUBJECT: **Guest Flag Raising Request Form**

REASONS FOR COUNCIL CONSIDERATION:

Newly adopted flag raising policy for special interest groups are required to submit a request form to raise a guest flag at the city hall. Attached is a copy of the special request form for council to review and approve.

FACTS:

On July 12, 2021, the Mayor and City Council approved a policy for special interest flags to be flown at the City Hall below the United States Flag. The attached "Guest Flag Raising Request Form" covers all the required details that are outlined in the policy. Once approved, the form will be available under the city clerk links on the city website, and at the city hall.

City Attorney Steve Mann has reviewed and recommends this form.

RECOMMENDED ACTION:

Approve the Guest Flag Raising Request Form.

REVIEWED BY:

City Administrator _____

City Clerk _____

City Attorney _____

COMMENTS/ATTACHMENTS:

Motion by: _____ Seconded By: _____

Roll Call Vote:

(when needed)

Hamden _____

Gee _____

Kerkes _____

Nie _____

Baldwin _____

Gilson _____

Kolar _____

**CITY OF MILAN
GUEST FLAG RAISING REQUEST FORM**

NAME: _____

ORGANIZATION: _____

ADDRESS: _____

CITY, STATE, ZIP: _____

WEBSITE ADDRESS: _____

PHONE NUMBER: _____ EMAIL ADDRESS: _____

DESCRIPTION OF APPLICANT ORGANIZATION (INCLUDE LOCAL, NATIONAL, OR INTERNATIONAL AFFILIATION, BRIEF HISTORY, AND OTHER RELEVANT INFORMATION):

PURPOSE OF EVENT OR SPECIAL OCCASION REQUESTED:

**** Date of Event:**

**** Time of Event- From:**

To:

IS THE FLAG YOU ARE REQUESTING TO BE RAISED FOR A CAUSE RECOGNIZED BY PRESIDENTIAL PROCLAMATION (CIRCLE YES OR NO; IF YES, PROVIDE A COPY OF THE PRESIDENTIAL PROCLAMATION WITH THIS REQUEST FORM): YES NO

SIGNATURE: _____

**OFFICE USE
ONLY**

City Administrator: _____

Approved: _____ **Denied:** _____ **Date:** _____

Chief of Police: _____

Approved: _____ **Denied:** _____ **Date:** _____

City of Milan

Flag Raising Rules

1. The City of Milan, Counties of Washtenaw and Monroe, Michigan (the “City”), acting through its City Council, may allow the display of guest flags on the City flagpole to commemorate an event or occasion.
2. A third-party organization or individual may request that the City raise a particular flag on the Plaza. All such requests will be reviewed and processed by the City administration and presented to the City Council for final approval or denial. The City administration will notify the applicant organization whether the event is approved or denied, such decision to be made in the City’s sole and complete discretion.
3. Applicants must complete an event request form the following web site
www.milanmich.org/departments/clerks_office/clerk_links.php.
4. Requests to raise flags must be made at least thirty (30) days prior to the requested date and should generally include the following information.
 - a. Name of the requesting organization.
 - b. Contact information.
 - c. Requested event or occasion.
 - d. Date or time frame of event or occasion.
 - e. Explanation or purpose of the event or occasion.
 - f. Description of the applicant organization including any local, national or international affiliation, brief history, website address, nonprofit status, and any other relevant information.
5. Applicants may be required to pay for security, custodial, or other costs, if City resources are required.
6. In some instances, Applicants may be required to apply for special event or other permits depending on the scale of the event.
7. Please refer to the City of Milan Flag Raising Rules found in Exhibit 1.

City of Milan
Flag Raising Rules

1. At no time will the City of Milan display flags deemed to be inappropriate or offensive in nature or those supporting discrimination, prejudice, or religious movements.
2. Flag raisings must occur on a normal business workday, generally between the hours of 10:00 am and 4:00 pm. The City will use its best efforts to raise guest flags promptly after approval by City Council. Requests to raise a flag on a Saturday, Sunday or holiday will normally be referred to the business day before or after the weekend or holiday. If an applicant requests a flag raising outside of the above times, he or she must seek a waiver from the City Council and provide an adequate justification. The decision of the City Council will be final.
3. All flag raising events must be open to members of the public.
4. The guest must deliver the appropriate size flag to the City of Milan City Clerk and retrieve the guest flag promptly after the raising. The flag must be clean and serviceable with dimensions no greater than 5 feet wide by 8 feet long with appropriate holes for flying. The City of Milan will not be responsible for guest flags not retrieved and may discard flags unclaimed for a period of thirty (30) days.
5. Only flags in honor of causes recognized by Presidential proclamation will be approved for display. In addition, the city may also authorize the display of flags which have previously been approved for display by City Council.
6. If ordered, flags may be lowered to comply with the U.S. Flag Code. If the Governor or other appropriate authority orders that the U.S. Flag be flown at half-staff, no other flag may be flown higher than the U.S. Flag.
7. Only one guest flag shall be displayed at a time.
8. Guest flags will be flown for no more than one calendar month.
9. Any guest flag authorized by City Council to be displayed shall be considered "governmental speech" only and shall not be deemed a limited public forum.



**CITY OF MILAN
STAFF REPORT FOR
COUNCIL AGENDA ITEMS
MEETING DATE: August 9, 2021**

TO: Mayor Hamden and City Council Members

FROM: Donald G. Tillery, Chief of Police, Interim City Administrator

DATE: August 3, 2021

SUBJECT: **To Award the Contract for Executive Recruitment of the New City Administrator to Walsh Municipal Services, LLC.**

Chief

REASONS FOR COUNCIL CONSIDERATION:

Due to the departure of our former City Administrator, the City is in need of a new City Administrator.

A Request for Proposals (RFP) was prepared and subsequently opened for bidding on June 22, 2021 at 8:00 AM. As annotated in the RFP, the RFP was closed for bidding at 4:00 PM on July 30, 2021.

We received 3 bids for consideration: Walsh Municipal Services, LLC from East Lansing, MI; Baker Tilly US, LLP from St. Paul, MN; and Management Partners from Cincinnati, OH.

SUMMARY OF PROPOSALS AND ATTACHMENTS

Attachment 1 – Request for Proposal.

Attachment 2 – Walsh Municipal Services, LLC, East Lansing, MI.

- Bid: \$12,800.
 - + \$500 for a comprehensive Background Investigation.
 - + \$900 to publish the position

Attachment 3 - Baker Tilly US, LLP, St. Paul, MN.

- Bid: \$24,500.
 - + \$1,650 for a web-based citizen survey.

Attachment 4 – Management Partners, Cincinnati, OH.

- Bid: \$17,900.

RECOMMENDATION:

Although all proposals are impressive, I recommend Walsh Municipal Services, LLC for the following reasons:

- Mr. Walsh's proposal was the most cost effective.
- Mr. Walsh is a current Township Manager in Michigan and is keenly aware of the needs of Michigan Cities.
- I am familiar with Mr. Walsh's placement of multiple City Managers in the State, including or own Karen Kovacs in Marquette.

RECOMMENDED ACTION:

It is requested, that the City Council award the contract for executive recruitment of the new City Administrator to Walsh Municipal Services, LLC.

REVIEWED BY:

City Administrator _____

Treasurer _____

City Attorney _____

COMMENTS/ATTACHMENTS:

Motion by: _____ Seconded By: _____

Roll Call Vote:
(when needed)

Hamden _____
Thompson _____
Kolar _____
Gee _____

Churchill _____
Gilson _____
Kerkes _____

Attachment 1
Request for Proposals

Request for Proposals

City of Milan

City Administrator Executive

Recruitment Consultant

PROJECT OVERVIEW

The City of Milan is requesting proposals from executive recruitment service providers (“consultants”) to assist the city in the recruitment of a new city administrator. In cooperation with the City, the consultant shall implement a screening process to identify candidates most closely meeting the needs of the City. The successful consultant is expected to build consensus with the City Council on an ideal candidate profile, and to facilitate and assist the City Council in reaching a final decision which will result in an employment offer to the most qualified candidate.

The City of Milan is located in both Monroe and Washtenaw counties in the U.S. State of Michigan. The population was 5,836 at the 2010 census. The community was settled as early as 1831. Milan incorporated as a village in 1885 and much later as a city in 1967. The center of the downtown area is listed on the National Register of Historic Places as the Main Street Historic District. The City of Milan has a mayor/council form of government with a City Council made up of seven members with the Mayor as its chairperson and employs an average of 30 FTEs and 14 part-time employees in nine departments. Employees are governed by three employee collective bargaining agreements.

SCOPE OF WORK

1. Conduct an on-site needs assessment for the position of city administrator, meeting with the City Council as a group and individually, as well as meetings with key City staff leaders.
2. Perform a position analysis and develop a comprehensive position profile including a salary range and overall benefit package with/to be approved by the City Council.
3. Utilize professional contacts and firm’s database to encourage highly qualified candidates to apply who might otherwise be reluctant to respond to an advertisement.
4. Design and provide an information packet about the city and the position to all qualified applicants. Develop a marketing strategy for the position to include advertisement with professional organizations, use of internet and social media, and direct recruitment of candidates. The informational packet will become property of the City.
5. Comply with all city, state, and federal employment regulations and laws, as applicable.
6. Assess the qualifications and suitability of candidates in an independent and objective manner.
7. Conduct preliminary interviews and detailed comprehensive background checks of initially selected candidates, and recommend a pool of finalist candidates to the City Council via the interim city administrator.
8. Prepare City Council and coordinate and attend final interviews; which shall include any and all follow-ups resulting in an offer to the selected candidate.
9. Respond to all candidate inquiries and produce all correspondence throughout the search.
10. Preserve the confidentiality of all inquiries and all information pertaining to the executive search process until after final action by the Milan City Council, except as required by law.
11. Assist Council in establishing performance expectations for use in evaluating the new city Administrator’s performance.

12. Provide effective communication in order to keep City Council closely involved in key decisions and informed during the executive search process.
13. In collaboration with City staff, facilitate finalist(s) tour of the city and meetings with City staff and the public as directed by the City Council. Solicit feedback from participants on perception of candidates and prepare written report to the City Council.
14. Assist in the final interview and selection process as directed by the City Council. May include coordinating candidate travel arrangements, development of interview questions and processes, and recordkeeping. Interviews must be conducted in compliance with the Open Meetings Act.
15. Coordinate and/or conduct any additional assessments as directed by the City Council.
16. In collaboration with human resources, facilitate community visit with finalist(s) as directed by the City Council.
17. Assist in negotiation of an employment agreement with the final candidate as directed by City Council and coordinated with the City attorney and the director of human resources.

BACKGROUND CHECKS:

To conduct all relevant background checks for the final candidate(s).

EXPERIENCE/QUALIFICATIONS REQUESTED

1. Must have demonstrable experience in successfully executing similar executive level searches for an entity of government over the last 10 years.
2. Firm must be able to demonstrate knowledge of the economic and political environment in the state of Michigan as it pertains to municipal operations.
3. Firm must be knowledgeable of responding to media (including social media) response as it relates to the filling of this position.
4. Firm must be able to demonstrate knowledge of any and all federal, state, and local laws and rules governing this search process, including but not limited to the Open Meetings Act and Freedom of Information Act.
5. Business must be well qualified and in good standing in accordance with all federal, state, and local laws, as well as accreditations governing the executive search services industry.

PROPOSAL RESPONSE CONTENTS

Respondents to this request shall include at least the following in their submittal:

1. History of respondent's business.
2. Experience in recruiting and placing candidates in the state of Michigan.
3. Samples of prior searches.
4. Experience of individuals involved in search as demonstrated by a CV or resume.
5. Itemized schedule of costs – full disclosure of all standard and optional costs to be incurred directly for respondent's business services or any subcontracted services the respondent may

utilize. Must include a not to exceed total cost. The City is not responsible for any and all costs incurred by the consultant in responding to this RFP.

6. Explanation of proposed process to establish a consensus set of qualifications and characteristics of the ideal candidate.
7. Explanation of proposed process to recruit the best candidates for the City of Milan.
8. Present a communications strategy for interactions with internal and external stakeholders.
9. Show expected workload for the City Council and City staff, including samples of work sheets for data collection, etc.
10. Proposed timeline of entire process.

Submission

The deadline to submit is July 30, 2021, at 4 p.m. Submit electronically to mica@milanmich.org.

Questions

For additional information, please contact Don Tillery, Chief of Police & Interim City Administrator, at mica@milanmich.org or 734-439-1501.

Disclosures and Changes to RFP Process

All proposals will become the property of the City of Milan and may be published for public review. Proposals will become public records subject to FOIA.

The City of Milan reserves the right to request additional information from respondents, reject any and all submittals, waive any irregularities in the submittal requirements, or cancel, suspend or amend the provisions of this RFP at any time. If such an action occurs, the City will notify all respondents, and any other parties requesting such notices by posting updates online at www.milanmich.org.

The City of Milan will not reimburse respondents for any costs involved in the preparation and submission of responses to this RFP or for the preparation for and attendance at subsequent interviews. Furthermore, this RFP does not obligate the City to accept or contract for any expressed or implied services.

Selection

The selection of the successful consultant will be brought forward to the City Council for approval along with a subsequent agreement for services.

CITY OF MILAN

Request for Proposal 2021 - City Administrator Recruitment



“Frank Walsh was exactly the person we needed to help us with our search for a City Manager. He did his research and took the time to learn about our community and solicited feedback from community members. His process was very facilitative.”

**- Garnet Lewis, Mayor Pro Tem
Saugatuck, Michigan**



Dear Mayor Hamden and Milan City Councilmembers,

Thank you for the opportunity to submit my firm's proposal to serve you in your recruitment for a new City Administrator. It would be an honor to assist you in this critical endeavor. My family has spent some special times in Milan as my mom is from Toledo. For many years, Milan was our favorite stop along the way to the Glass City.

I started my recruiting firm in 1997. For the past 24 years, I have been fortunate enough to serve communities in every corner of the Mitten State. Over the past 18 months, Walsh Municipal Services, LLC has provided exemplary customer service to Alpena, Marquette, Saugatuck, Saline, Ada, Caro, Saginaw, Mount Pleasant, Durand, Frankenmuth, Hartland, Bridgeport, Coopersville, Blissfield and Wolverine Lake. I handle all aspects of the recruitment from meeting with community stakeholders to finalizing the employment agreement.

Our firm is committed to modest fees, outstanding customer service, diversity and unparalleled client communication. We guarantee our results. I hope you will have an opportunity to reach out to any of our clients we have served over the past 24 years. If not, please feel free to visit our firm's website at www.walshmuni.com. We are aggressive in our approach to finding the best talent for Milan. For your reference, I've attached a profile from our Mount Pleasant recruitment.

Best wishes as you proceed forward with your recruitment. We hope to become your firm of choice. Go Big Reds!

Sincerely,

Frank L. Walsh

Frank L. Walsh



CLIENT TESTIMONIALS



“Frank’s recruitment process is unmatched. We considered all the firms in Michigan. For the second time, we unanimously chose Walsh Municipal Services.”

- **Matt Waligora, Mayor, Alpena, MI**

“Frank Walsh was instrumental in the search for our next city manager. From the get-go, he provided clear and regular communication to the city commission and designated city staff. He was enthusiastic in his work and had a genuine care for ensuring we found the right fit for Marquette.”

- **Jenna Smith, Mayor City of Marquette, MI**

“Frank’s service was unparalleled. He led our city manager search with passion and high energy.”

- **Karen Dunigan, Former Mayor, Jackson, MI**



“We could not have hired a better individual to assist on our Ada Township Manager search. Excellent expertise. I would highly recommend Walsh Municipal Services. A 10!”

Bob Proos, Township Trustee, Ada Township, MI

“Working with Frank was an awesome experience. His recruitment process is outstanding.”

- **Colleen Christensen, President Pro Tem, Suttons Bay, MI**

FIRM OVERVIEW

In 1997, while serving as St. Joseph City Manager, the Village of Stevensville contacted me and asked if I would help them search for a new Village Manager. Village President Pat Arter made the request. I volunteered my time and developed a deep passion for recruitment. Fast forward 24 years and Walsh Municipal Services, LLC is serving communities across the state. We serve every community with pride, passion and performance.

We do not operate a large firm. However, we have close ties with several managers that assist in the outreach process. Our firm has a reach well beyond Michigan. We recently successfully recruited two managers from North Carolina. Although we specialize in Michigan, we are well-known for recruiting on a nationwide basis.

Walsh Municipal Services is most proud of being the founder of the Hugh and Lucy Mizelle Scholarship Fund. Started in 2002, the Mizelle Fund was a \$40,000 endowment to help low-income students attend college. We named the fund after my grandparents who were not able to attend college due to financial hardship. Over the next several years, the Mizelle Fund supported 27 high school graduates with their first year of college.

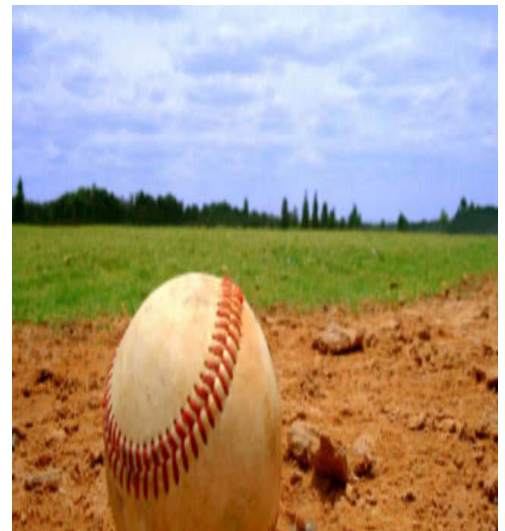
We have come a long way since assisting Stevensville in 1997. However, we will never lose sight of our founding principles. We serve our clients with moderate fees, unparalleled communication and we guarantee our results. We would be honored to serve the City of Milan.



FRANK L. WALSH BIO

Mr. Walsh will lead the Milan recruitment. He will be responsible for all aspects of the facilitation. His resume includes the following:

1. 24 years of municipal recruitment experience
2. 29 years of service to Rotary Club (Past President, Paul Harris Fellow)
3. 19 years as a Junior Achievement volunteer
4. Master's Degree in Public Administration
5. Awarded the Outstanding Leader Award by Michigan Municipal League
6. Awarded the Outstanding Service Award by the Michigan Municipal Executives
7. 36 years of municipal management experience
8. Volunteer youth coach (baseball, tennis, football, volleyball)
9. Conference speaker at MTA, MML, MCMA, MME, and ICMA
10. Founder of Catossa, Oklahoma Tornado Relief Fund
11. Founder of the Lucy and Hugh Mizelle College Scholarship Fund
12. Married to wife Shar (27 years) with three adult children



SUMMARY OF WORK PLAN

The Selection

Walsh Municipal Services (WMS) is prepared to initiate the City of Milan search process immediately following the City Council selection.

The Community Profile

Following key stakeholder interviews, WMS will carefully prepare the City of Milan Community Profile. WMS does not use a cookie-cutter approach. We will take care to prepare a Community Profile that embodies the history of the City of Milan. We are very familiar with the Washtenaw County area.

Strategy and Schedule

WMS will help develop a strategy and schedule for the City Administrator process. Our strategy will identify the channels, both print and internet based, in which the position will be advertised.

Candidate Qualifications

WMS will review resumes for background qualifications and conduct preliminary telephone interviews with the best 5-7 candidates. The phone interviews, or in-person interviews, will delve into each applicant's experience and credentials to serve the City of Milan. WMS will provide a written summary of our findings.

Reference Reviews

WMS will evaluate each candidate for serious consideration by conducting in-depth reference checks with individuals who are in, or have been in, a position to carefully and professionally critique their past performance. A short list of candidates will be presented to the City Council for their consideration.

Reference Review Mitigation

As with every search conducted by WMS, if politically sensitive or potentially embarrassing issues arise, WMS is skilled to take the necessary time to study and provide City officials a clear picture of the issue. If you reach out to our clients, you will note WMS handles this type of findings with tact and diplomacy.

Personalized Candidate Interview Process

WMS will provide City officials with a recommended process for coordinating interviews. WMS accepts full responsibility for scheduling interviews, preparing interview booklets, planning for community tours and attending interviews.

Final Candidate Review

WMS will debrief City officials following interviews and identify additional candidates if necessary. However, WMS has a 100% placement record, and our firm takes pride in getting it "right" the first time.

SUMMARY OF WORK PLAN (CONT'D)

Detailed Candidate Background Checks

WMS will verify selected candidates educational and employment background, financial/credit, newspaper research, social media and coordinating criminal and civil litigation checks. Our firm uses retired East Lansing Internal Affairs Director Ken Ouellette to perform a thorough background check. However, the community reserves the right to select their own investigator.

Notify Candidates Not Selected

WMS prides itself in its communication skills. This not only includes the City Council, but also candidates who were not selected to serve the City. WMS handles these communications with tact and respect.

Structuring Candidate Offer

WMS has been involved in each search it has completed in recommending and developing offers of employment and compensation packages. We will work to structure any offer to be consistent with the goals of the City Council.

Communication and Updates

No business is successful without constant communication with its clients. WMS will provide the City with regular written status reports and keep candidates engaged and apprised of their status. WMS will work hard to retain all candidates during the recruitment process.

Four City Meetings

WMS will conduct up to four (4) meetings with City officials to include developing community profile and recruitment brochure, review candidates and others as determined by City officials.

Recruitment Brochure

WMS is uniquely qualified to draft an enticing recruitment brochure. We have attached a copy of our recent Mount Pleasant community profile. The recruitment brochure is a key ingredient in the search process.

WMS "Promise" – 1 Year Guarantee

WMS provides a guaranteed level of service. While it is important to note our firm has a 100% placement record, there is always the possibility of the relationship not working out. WMS will redo the City of Milan recruitment, at no cost, if your selected candidate fails to be employed by your community for a 1-year period beyond the effective starting date.



SUMMARY OF WORK PLAN (CONT'D)



Here is a draft schedule. **Given your upcoming November election, the schedule is subject to modification by the City Council:**

August 23, 2021 - FIRM SELECTION BY CITY COUNCIL

SEPTEMBER 8 – SEPTEMBER 19, 2021 - SURVEY
COMMUNITY STAKEHOLDERS, CITY COUNCIL AND
STAFF

SEPTEMBER 20, 2021– CITY COUNCIL APPROVES
CANDIDATE PROFILE

SEPTEMBER 24, 2021 - JOB ANNOUNCEMENT POSTED ON
MULTIPLE SITES

SEPTEMBER 24, 2021 – OCTOBER 22, 2021 - RECRUITMENT PERIOD

OCTOBER 22, 2021- DEADLINE TO APPLY

NOVEMBER 1, 2021 – CITY COUNCIL MEETS IN CLOSED
SESSION TO REVIEW CANDIDATES

NOVEMBER 4, 2021 – CITY COUNCIL ANNOUNCES
FINALISTS

NOVEMBER 13, 2021 - PUBLIC INTERVIEWS

NOVEMBER 13 – NOVEMBER 20, 2021 – CITY COUNCIL
SELECTS CITY ADMINISTRATOR

NOVEMBER 20 – NOVEMBER 28, 2021 - FINAL BACKGROUND
CHECK / CONTRACT NEGOTIATIONS

DECEMBER 6, 2021 – CITY COUNCIL APPROVES NEW
ADMINISTRATOR CONTRACT



COST PROPOSAL

Walsh Municipal Services will oversee the entire Milan recruitment and extend a one year guarantee for a fee of \$12,800.

The additional expenses: Comprehensive Background Check (\$500) and Publication Costs (\$900).

- Conduct 10-12 preliminary key stakeholder interviews.
- Develop community profile that is a culmination of surveying stakeholders, elected officials, and staff.
- Draft and post job announcements through multiple print and internet-based sources.
- Recruit a diverse and talented field of candidates.
- In addition to resumes, provide a candidate questionnaire, which will be made available to the City Council at the time the governing body reviews candidates.
- Conduct preliminary phone interviews with top candidates.
- Complete responsible in-depth reference checks for top candidates.
- Prepare candidates and City Council for public interviews.
- Meet with the City Council to review top candidates.
- Prepare interview questions that encompass the City of Milan community and qualifications sought by the City Council.
- Handle necessary travel plans and tours.
- Assist the City Attorney in contract negotiations.
- Service beyond the selection.



REFERENCES

City of Marquette (pop. 22,315)

City Manager

Reference, Ms. Jenna Smith, Mayor, 906-361-7429;

jsmith@marquettetmi.gov

City of Durand (pop. 4,457)

City Manager

Reference, Ms. Connie Cobley, City

Council Member, 989-288-3585;

conniecobley@live.com

City of Saugatuck (pop. 900)

City Manager

Reference, Ms. Garnet Lewis, Mayor Pro-

Tem, 269-416-0738

glewis@saugatuckcity.com

City of Alpena (pop. 10,483)

City Manager

Reference, Mr. Matt Waligora, Mayor, 989-766-3557;

mattwa@alpena.mi.us

Ada Township (pop. 15,350)

Township Manager

Reference, Mr. Bob Proos, Trustee, 616-437-3559

bobproos@servantfire.com

City of Saline (pop. 8,350)

City Manager

Reference, Mr. Brian Marl, Mayor, 734-429-4440

brianmarl@gmail.com

City of Frankenmuth (pop. 5,274)

DDA Executive Director

Reference, Ms. Sheila Stamiris, Director 989-652-9901

sstamiris@frankenmuthcity.com



BENEFITS OF WMS

WMS sets the bar high. We are not a large firm, but we do offer the City of Milan the following large firm benefits:

- Unparalleled Commitment
- 100% guaranteed satisfaction
- 24 years of recruitment experience
- Knowledge and appreciation of the City of Milan and Washtenaw and Monroe County
- Timely and consistent communication....the City Council will be kept informed
- Competitive fees
- No hidden costs...no surprises
- Responsive customer service. ...7 days a week
- References that will speak to our success rate
- We will present you with a strong field of finalists



SUMMARY

Thank you for the opportunity to submit our credentials as you begin the process to choose your next City Administrator. As you know, in many ways, this is the most important decision you will make as an elected official. WMS will work with great passion, ethics, and determination to help you find the “right fit.” Our firm hopes that after talking to our Michigan client base, you will select WMS for the City of Milan.

Our firm is based on simple principles. Work hard, follow through and commit to excellence. There are many great firms in Michigan to choose from. We desire to be your firm of choice. Best wishes as you move forward.

Please contact us directly if you have any questions.

Frank L. Walsh, President
Walsh Municipal Services
2637 Elderberry Drive
Okemos, Michigan 48864
517-920-0134
walshmuni@gmail.com

For the City’s reference, please find the following attachment to this Request for Proposal:

(1) City of Mount Pleasant Community Profile



CITY OF MOUNT PLEASANT

COMMUNITY PROFILE - CITY MANAGER SEARCH 2021



“We welcome your interest in leading our bustling, Mid-Michigan University town. Mount Pleasant is the proud home of Central Michigan University.”

- **Will Joseph, Mayor, City of Mount Pleasant, Michigan**



CITY MANAGER

CITY OF MOUNT PLEASANT, MICHIGAN

The Saginaw Chippewa Indian Tribe of Michigan. Central Michigan University. Soaring Eagle Casino and Waterpark. Island Park. The Chippewa River. Division 1 Collegiate Sports. Broadway Theatre. Walkability and Biking. Mount Pleasant Public Schools. Farmers Market. Max & Emily's Summer Concert Series. Mount Pleasant Discovery Museum. 380 Acres of Park Land. Tribal Culture. Town-Gown Activities.

Welcome to Mount Pleasant, Michigan.

Located directly in the Middle of the Mitt, the Mount Pleasant City Commission and staff encourage your interest in leading one of Michigan's premier cities. Our next City Manager will inherit a talented team of professionals who thrive on teamwork and success. The current City Manager is retiring after 24 years of exemplary public service. Prior to her successful eight years as City Manager, she served as the City's Finance Director and Assistant City Manager. The City has a rich tradition of respected municipal managers. Over the past 32 years, Mount Pleasant has only had three city managers. Each of three leaders served the city with distinction.

With a population of just over 26,000, Mount Pleasant's total daily population can soar to over 50,000 during the Central Michigan University academic year. The City is known to be a growing and financially stable community. As the county seat of Isabella County, Mount Pleasant offers a vast array of specialty venues. Residents and visitors enjoy a spray park, dog park, skate park, an amphitheater, sports fields and the GKB Riverwalk Trail.

Our new City Manager will appreciate everything about Mount Pleasant. Our community is safe, welcoming and embraces the council-manager form of government.



Mt. Pleasant
[meet here]

AT A GLANCE...

THE MOUNT PLEASANT CITY MANAGER



The Mount Pleasant City Manager reports to a seven member City Commission, elected on staggered terms. Following each election, the City Commission elects their Mayor from the group of City Commissioners.

As the Chief Administrative Officer, the City Manager acts as the principal liaison between all City operations and the City Commission. The City Manager is charged with leading the organization with collaborative problem solving, goal setting, strategic planning and policy development. Utilizing an inclusive and team-based approach, the City Manager acts as the visionary for the organization by mentoring, developing and directing staff. This position is responsible for protecting and preserving the assets of the City of Mount Pleasant and its citizens.



Some of the major job functions include, partnering with the City Commission to carry out the mission of the organization, providing policy guidance, ensuring adherence to all laws and the City Charter, preparation of all agenda materials and attendance at commission meetings, overseeing the development and administration of the annual budget and capital improvement plan, collaboration with local community partners and regional units of government, fostering positive media relationships, providing excellent customer service and maintaining professional development and up-to-date knowledge in the field of public administration.



THE RIGHT FIT

The Mount Pleasant City Commission is most interested in meeting candidates who in addition to relevant education and experience, possess the proven ability to foster a cohesive and team-oriented work environment. Mount Pleasant seeks more than a manager. The City Commission is seeking a talented leader who is ready to lead our vibrant university town.

The ideal candidate will bring the following characteristics to Mount Pleasant:

- Strong business skills with experience in promoting a thriving downtown and encouraging additional business development
- A methodical decision-maker
- An effective communicator with the City Commission, staff and community
- A team builder....not a micromanager
- One who has a demonstrated ability of being accessible to the community
- A thoughtful problem solver who leads with high energy
- An innovative thinker with fresh ideas and an open mind
- A kind, considerate leader who is willing to balance the needs of the staff and community
- A proven financial prowess that will protect and enhance the City's financial health
- At all times, be accountable and hold staff accountable
- Be fair, genuine and authentic in all relationships and behavior



DESTINATION CMU: FIRE UP CHIPS!

“Central Michigan University, an inclusive community of scholars, is a national leader in higher education inspiring excellence and innovation.”

Nestled in the heart of Mount Pleasant on 871 acres, our community is the proud home of Central Michigan University (CMU). Founded in 1892, CMU has more than 13,000 students on its Mount Pleasant campus and more than 4,000 enrolled online. Among just five percent of the U.S. universities in the highest two Carnegie research classifications, CMU offers 300 academic programs at the undergraduate, master’s, specialist and doctoral levels.

With more than 235,000 alumni around the world, CMU got its roots as a teacher college. Today, CMU’s student and faculty researchers help preserve the earth’s resources, discover new ways to treat diseases and advance innovative ways to improve teaching. Recently, CMU established a College of Medicine to address the growing shortage of primary care physicians in Michigan. The inaugural class of students graduated in May 2017.

CMU is proud of notable graduates including, Actor Jeff Daniels, Sportscaster Dick Enberg, Major General Leah G. Lauderback, Macker Basketball Founder Scott McNeal, Head Basketball Coach Tom Crean, Head MSU Women’s Basketball Coach Suzy Merchant, Executive Director of the Las Vegas Citizen Police Review Board Julie Kraig and Vice Admiral Tom Copeman.



OUR OPPORTUNITIES AND CHALLENGES

“We expect our new City Manager to face Mount Pleasant's opportunities and challenges with unbridled vigor and determination.”



- Join with the City Commission, staff, community and regional partners in implementing the city’s new Master Plan.....Mount Pleasant 2050.

- Be ever mindful of the post-Covid effect on our local business community.

- Be cognizant of the nationwide trend of reducing university enrollment and the ripple effect across the community.

- Lead and guide staff toward completion of the West Broadway Revitalization project adjacent to City Hall and revitalization of the central business district.



- Partner with staff, and the Downtown Development Authority, to fully implement the “Reimagine Mission Street” project.

- With staff support, collaborate with the Saginaw Chippewa Indian Tribe of Michigan in the redevelopment of the 300 acres formerly known as the Mount Pleasant Regional Center and Mt. Pleasant Indian Industrial School.

- Engage with staff to implement the City’s current estimated \$18,000,000 rehabilitation of the Mount Pleasant Water Resource Recovery Facility.



- Work with public safety leadership in creating an innovative recruitment program to maintain police and fire staffing levels as retirements cause transition.

- Partner with the City’s leadership, and the State of Michigan, with the remediation of a former landfill site.

MOUNT PLEASANT FINANCES

There is no question that the City of Mount Pleasant has been well-managed over the past three decades. With superior leadership, and excellent financial prowess, the city remains an attractive city to invest in. **Our new City Manager will inherit excellence in fiscal management.**

The City of Mount Pleasant is proud of their continued, strong financial position. For the past 30 years, the City has received the Government Finance Officers Association Certificate of Excellence in Financial Reporting. Beyond the recognition of our peers, the city has maintained an internal record of accomplishment.

The current Mount Pleasant annual budget is \$30,379,460. The annual General Fund totals \$13,335,080. Through unparalleled management, the city maintains a 39% fund balance in their general fund. The state average is just under 23%. In addition to the significant fund balance, the city's MERS pension funding is at 64%, Other Postemployment Benefits (OPEB) is 74% funded and Mount Pleasant's Act 345 Pension is 87% funded. It is no secret that many Michigan communities struggle to maintain a healthy fund balance, and keep their pension systems afloat. The City has over five mills before hitting the millage cap. Mount Pleasant's financial approach has been wise and prudent.

In addition to the 39% fund balance, the City of Mount Pleasant is set to receive \$2,500,000 in federal dollars through the American Rescue Plan (ARP). At this time, no decisions have been made on the allocation of ARP funding.



MOUNT PLEASANT'S VAST ATTRACTIONS

There are numerous reasons to want to live, work and recreate in Mount Pleasant. The “Middle of the Mitt” is where the good times begin!

- We are the proud home of **Central Michigan University**. Whether you prefer Division 1 Collegiate Sports or Music and Theater, CMU is your home.
- **The Soaring Eagle Casino & Resort**. Welcome to top-notch concerts, a huge waterpark or a spin of the roulette wheel. This summer the Soaring Eagle welcomes ZZ Top, Keith Urban and Miranda Lambert just to name a few!
- **The Mount Pleasant Airport**. With over 550 jet and corporate aircraft operations, the Mount Pleasant Airport is Mid Michigan's connector!
- **The Saginaw Chippewa Indian Tribe of Michigan**. Mount Pleasant is proud of our close-knit relationship with Native American History.
- **Christmas Festival**. Come wander the streets of downtown Mount Pleasant as the glow of holiday lights settles upon the City.
- **Max and Emily's Summer Concert Series**. The talent is endless and the fun never stops. The free concert series is a “must do.”
- **The Mount Pleasant Discovery Museum**. The hands-on activities & crafts for the children are truly amazing. Don't miss the math, science and history exhibits!
- **Island Park**. If you love the outdoors, Island Park will become your haven. From canoeing to the spray park, Island Park is nothing short of Pure Michigan!
- **The Chippewa River Trail**. The scenery and wildlife along the 91.8 miles is breathtaking.
- **The Mount Pleasant Public Schools**. A great institution providing an excellent education. In Mount Pleasant, it means something to be an “Oiler.” #OilerPride



OUR PRIDE....MOUNT PLEASANT'S PARKS

The City of Mount Pleasant offers a panoramic park system that serves our 26,000 residents and beyond. Our recreational opportunities cover A to Z.

GREGORY K. BADERSCHNEIDER RIVERWALK TRAIL

Natural beauty awaits runners and walkers along the GKB Riverwalk Trail. The 1.8 miles long access trail runs from Chipp-A-Waters Park to Pickens Field.



ISLAND PARK

Island Park covers 50 acres on the north end of town. Guests marvel at the lighted tennis courts, six new pickle ball courts, softball fields and basketball courts. Horseshoes and shuffleboard are available as well as a fun-filled spray park. You can also land your canoe and drop your bobber for bluegill and rock bass. The skateboarders enjoy their own skate park, too. Island Park is a popular place for picnics and the grills are awaiting your summer arrival.



CHIPP-A-WATERS PARK

Much of Chipp-A-Waters Park is located in the State Conservation Area. The park is a respite for wildlife and those wishing to enjoy the natural beauty of the Chippewa River. The Chipp-A-Waters also offers river access and connection to the GKB Riverwalk Trail.



MILL POND PARK

This 90-acre park is located in the center of the community. Mill Pond Park is a mostly wooded wetland area with the Chippewa River running through the entire park. Recreation lovers enjoy the fishing deck, canoe landing, open-air shelter, playground equipment, picnic tables and modern restrooms.

MOUNT PLEASANT IN “10 STATEMENTS”

Ten common statements appear when local residents and community stakeholders are asked to describe our local community.

“We have low crime, diversity and a welcoming spirit.”

“Great central location, proud to be a CHIP!”

“It’s great to be surrounded by stellar golf courses and numerous inland lakes.”

“Our local schools are the epicenter of our community”.



“Love our treasured community amenities and low cost of living. No commute!”

“Our City cares for us. We have exemplary public safety and services.”

“Our relationship with the Saginaw Chippewa Indian Tribe of Michigan makes me proud.”

“Is there a community in Michigan that boasts such a beautiful and well-maintained park system?”

“Mount Pleasant offers a big city feel with that special small town quaintness.”

“I just love our Farmers’ Market. It’s a weekly community family reunion!”



THE MOUNT PLEASANT PROCESS

DEADLINE TO APPLY: FRIDAY, AUGUST 6, 2021

Please submit a cover letter, resume and five professional references to Frank L. Walsh, Walsh Municipal Services, LLC. Applications will be received at walshmuni@gmail.com. Please indicate in your cover letter whether you are requesting confidentiality as allowed under the Michigan Open Meetings Act. The City of Mount Pleasant is an Equal Opportunity Employer.





City of Milan, Michigan

Proposal for a City Administrator executive recruitment consultant

July 30, 2021

21. TERMINATION BY CITY

The City may, at any time, upon ten (10) days written notice to Bidder, terminate this contract for the City's convenience and without cause. The Bidder shall be entitled to receive payment for work executed, and costs incurred by reason of such termination, along with reasonable overhead and profit, but shall not be entitled to any compensation for work not executed.

22. JURISDICTION

This contract shall be subject to the laws of the State of Michigan.

Bidder hereby agrees to all of the terms and conditions set forth in the Instructions to Bidders, the Terms and Conditions, the Specifications, the Invitation to Bid, and addendums thereto, if any.

Duly signed and authorized by the Bidder on this 30 day of July, 2021.

SIGNED: 

Title: Chuck Rohre, Managing Director

Bidder: Baker Tilly US, LLP

Address: 2500 Dallas Parkway, Suite 300

Plano, TX 75093

Email: chuck.rohre@bakertilly.com

Phone: (214) 608 7477

This contract is hereby duly awarded to the Bidder on this _____ day of _____, 20__.

CITY OF MILAN

By: _____
Dominic Hamden, Mayor

By: _____
Lavonna Wenzel, City Clerk

BIDDER DISCLOSURE STATEMENT
City Administrator Executive Recruitment Consultant

Disclosure of Familial Relationship

The Bidder hereby represents and warrants, except as provided below, that no familial relationship exists between the owner(s) or any employees of the Bidder and any City official or City employee.

List and describe any familial relationships: None

Disclosure of Substantial Interest in Business

The Bidder hereby represents and warrants, except as provided below, that no City official or City employee or their immediate family has any substantial interest in the Bidder's business.

List and describe any substantial interest held by a City official, City employee, or their immediate family in Bidder's business:

None

I certify and swear that to the best of my knowledge, information and belief the above information is true, accurate, and complete.

Signed: 

Title: Chuck Rohre, Managing Director

Bidder: Baker Tilly US, LLP

Dated: July 30, 2021

CITY OF MILAN

**Specifications and Pricing
City Administrator Executive Recruitment Consultant**

REQUIREMENTS: Provided in the attached proposal

PRICING: \$24,500

ADDITIONAL INFORMATION:

See Appendix A

All questions must be emailed to Don Tillery at mica@milanmich.org.

CITY OF MILAN

REFERENCES

City Administrator Executive Recruitment Consultant

Reference #1

Business Name:	City of Willmar, Minnesota
Contact:	Mayor Marv Calvin
Address:	333 Southwest 6th Street, Willmar, MN 56201-0755
Phone Number:	(320) 212 2171
E-mail Address:	mcalvin@willmarmn.gov

Reference #2

Business Name:	City of Scottsbluff, Nebraska
Contact:	Raymond Gonzales, former Mayor
Address:	2525 Circle Drive, Scottsbluff, NE 69361
Phone Number:	(308) 631 0947
E-mail Address:	rgonzales@kelleybean.com

Reference #3

Business Name:	City of Oakdale, Minnesota
Contact:	Christina Volkens, City Administrator
Address:	1584 Hadley Avenue North, Oakdale, MN 55128-5408
Phone Number:	(651) 730 2705
E-mail Address:	Chris.voklers@ci.oakdale.mn.us

July 30, 2021

Mr. Don Tillery
Chief of Police & Interim City Administrator
City of Milan
147 Wabash Street
Milan, MI 48160-1594

Dear Mr. Tillery:

Baker Tilly US, LLP (“Baker Tilly”) appreciates the opportunity to submit the following proposal for executive recruitment services to the City of Milan (the “City”) to help you identify your next City Administrator. We believe that our record of successfully placing qualified and very accomplished professionals, along with our extensive experience providing executive recruitment services to cities, counties and other public-sector organizations nationwide, will be beneficial for your recruitment and will allow us to find the candidate who has the traits, skills, experience and overall competence you desire for your organization.

We know that you have options when it comes to selecting a recruitment firm. However, we believe that our unique approach, highly regarded customer service practices, and our record of identifying and recruiting top level executives in similar roles, sets us apart from our competitors. Additionally, we offer the following unique features:

- **Customized profile development:** working with the members of the City Council and designated staff, we develop a customized candidate profile based on the required, desired and preferred qualifications, traits and attributes you seek in the individual you interview or hire for your next City Administrator. We strive to understand how Milan’s current and anticipated needs and organizational priorities will shape your recruiting and selection requirements; then we collaborate with you to develop a nationwide or regional marketing, recruiting and outreach campaign. This approach has proven to effectively allow us to identify, attract and recruit highly qualified candidates for your review.
- **Proprietary management/leadership assessment:** relying on exclusively licensed predictive analytics tools (using data to determine patterns and forecast future outcomes and trends), we administer assessments to selected applicants to help us identify human potential in each of the candidates we present to you. Results are “Real,” “Impactful,” and “Powerful.” Furthermore, these results can provide you with more profound insights into the candidate’s management traits and leadership styles based on scientific data.
- **Recorded video interviews:** we ask selected candidates (semi-finalists) to complete a recorded, one-way video interview, using questions developed from your “candidate profile,” which gives your review team an additional tool to evaluate the semi-finalists before inviting them to a face-to-face interview.
- **Proprietary online application management:** our exclusively licensed, proprietary online application system enables us to efficiently manage applicant flow, classification and allows us to communicate with each applicant quickly and effectively. We communicate in real time with applicants, thereby engaging and informing them of each step, search related assignment and corresponding timeline throughout the process. Our system also allows us to access, review and evaluate thousands of prior applicants or individuals who have manifested interest in similar positions. Generally, these are individuals who may not be actively seeking a job, but who may be open to “the right opportunity.” This is another benefit and advantage we provide to our clients, which enables us to access a larger number of active and passive job seekers.

This proposal details our approach, expertise, references and pricing for this executive recruitment. Our team would consider it a professional privilege to provide these services to the City of Milan.

Very truly yours,

BAKER TILLY US, LLP



Chuck Rohre
Managing Director

M: +1 (214) 608 7477

E: chuck.rohre@bakertilly.com



Patty Heminover
Director

T: +1 (651) 968 7841

E: patty.heminover@bakertilly.com

Contents

1. HISTORY	1
FIRM INTRODUCTION.....	1
PROJECT CONTACTS AND LOCATIONS.....	1
2. FIRM EXPERIENCE	2
3. SAMPLES OF PRIOR SEARCHES.....	5
4. EXPERIENCE OF INDIVIDUALS	6
5. ITEMIZED SCHEDULE OF COSTS.....	15
PROFESSIONAL FEE	15
TRIPLE GUARANTEE	16
EXCEPTIONS	16
6. PROPOSED PROCESS	17
OUR UNDERSTANDING OF MILAN'S NEEDS.....	17
RECRUITMENT SOLUTIONS DURING THE COVID-19 PANDEMIC	17
REMOTE WORK	18
PROPOSED SOLUTION TO MEET MILAN'S NEEDS	19
RECRUITMENT APPROACH.....	20
KNOWLEDGE OF FEDERAL, STATE AND LOCAL LAWS	24
OUR STRATEGY FOR RECRUITMENT OF DIVERSE CANDIDATES	24
COMMITMENT TO DIVERSITY, INCLUSION AND BELONGING FOR SUCCESS (DIBS)	25
WHY BAKER TILLY IS IDEALLY SUITED TO SERVE MILAN	28
BENEFITS TO MILAN	29
7. EXPECTED WORKLOAD FOR THE CITY COUNCIL AND CITY STAFF	30
8. PROPOSED TIMELINE	31
APPENDIX I: SAMPLE MATERIALS	i

1. History

Firm introduction

Baker Tilly is a nationally recognized firm with a long history of service to clients located throughout the country. For 90 years, Baker Tilly has understood that our business demands absolute integrity, a belief in the value of trusted relationships and a willingness to collaborate with every client. We will strive to continue to deepen and enhance our relationship with Milan as we seek to become your **Value Architect™**.

Executive recruitment for public and non-profit clients has been a part of Baker Tilly's portfolio of advisory services for more than 30 years. Within Baker Tilly, our executive recruitment team consists of 10 recruitment consultants and project coordination staff available to meet your executive recruitment needs. Each consultant assigned to this recruitment has experience working with cities, counties, special districts and school districts and the many different disciplines that comprise the Milan organization. Baker Tilly's consultants bring an experienced, participatory and energetic perspective to each engagement. Our unique approach and personal touch are reflected in our internal standard to provide outstanding services that exceed your expectations. Our combined consultant team has conducted over 1,5004 executive searches.

The Baker Tilly project team will collaborate with the City Council and the City's designated staff as your technical advisor to ensure that the recruitment process for your next City Administrator is conducted in a thorough and professional manner consistent with "best practices" in the public sector executive recruitment space. Our objective is to generate highly qualified candidates and assist you with the screening and evaluation of these candidates.

Since our firm's beginning, we have emerged as a leader in human resource management consulting and executive recruitment. It is our 30+ years of consulting experience, coupled with our unique approach and personal touch that drives our internal standard for delivering only outstanding services and leading-edge products.

Baker Tilly US, LLP is registered as a limited liability partnership in the States of Illinois and Wisconsin.

Project contacts and locations

Chuck Rohre, Managing Director

2500 Dallas Parkway, Suite 300
Plano, TX 75093

T: +1 (972) 748 0300

M: +1 (214) 608 7477

F: +1 (214) 452 1165

E: chuck.rohre@bakertilly.com

Patty Heminover, Director

380 Jackson Street, Suite 300
Saint Paul, MN 55101

T: +1 (651) 223 3058

M: +1 (651) 968 7841

F: +1 (651) 223 3046

E: patty.heminover@bakertilly.com

2. Firm experience

The following is a list of Michigan executive recruitments recently conducted by members of the Baker Tilly team.

List of Michigan projects: 2016 to present

Year	Client	State	Project	Population
2018	Grand Rapids	MI	City Manager	192,294
2017	Allegan County	MI	Executive Director of Finance	112,531
2017	Menominee County	MI	County Administrator	23,548
2016	Charter Township of Kalamazoo	MI	Township Manager	20,918
2016	Grand Rapids	MI	Fire Chief	192,294

The following is a list of administration executive recruitments recently conducted by members of the Baker Tilly team.

List of administration projects: 2016 to present

Year	Client	State	Project	Population
Current	Carrboro	NC	Town Manager	21,230
Current	Clearwater	FL	City Manager	115,159
Current	College Park	MD	City Administrator	32,196
Current	Inver Grove Heights	MN	City Administrator	34,344
Current	North Kansas City	MO	City Administrator	4,477
Current	Shakopee	MN	Assistant City Administrator	40,731
2021	Corpus Christi	TX	Assistant City Manager	323,733
2021	Evansville	WI	City Administrator/Finance Director	5,378
2021	Long Grove	IL	Village Manager	7,956
2021	Moline	IL	City Administrator	41,902
2021	Rockville	MD	Deputy City Manager	66,940
2020	Boone County	IL	County Administrator	53,513
2020	Eau Claire	WI	City Manager	68,866
2020	Fairmont	MN	City Administrator	10,126
2020	Front Royal	VA	Town Manager	15,239
2020	Herington	KS	City Manager	2,304
2020	Kansas City	MO	City Manager	488,943
2020	Lake Ozark	MO	Asst City Admin/Comm Eco Dev Director	1,792
2020	Maple Plain	MN	City Administrator	1,807
2020	Matanuska-Susitna Borough	AK	Borough Manager	108,317

2. Firm experience

List of administration projects: 2016 to present

Year	Client	State	Project	Population
2020	Missouri City	TX	City Manager	74,705
2020	Moose Lake	MN	City Administrator	2,798
2020	Oakdale	MN	City Administrator	28,083
2020	Rochester	MN	City Administrator	114,011
2020	Scottsbluff	NE	City Manager	14,874
2020	St. Joseph	MO	City Manager	74,959
2019	Beeville	TX	City Manager	12,937
2019	Cloquet	MN	City Administrator	11,938
2019	Hobbs	NM	City Manager	37,764
2019	Lake Lotawana	MO	City Administrator	2,099
2019	Norman	OK	City Manager	122,843
2019	Paris	TX	City Manager	24,800
2019	Park City	KS	City Administrator	7,499
2019	Port Arthur	TX	City Manager	53,937
2019	Willmar	MN	City Administrator	19,628
2018	Addison	TX	City Manager	15,368
2018	Asheville	NC	City Manager	89,121
2018	Ashland	OR	City Administrator	21,636
2018	Avondale	AZ	City Manager	82,881
2018	Belle Plaine	MN	City Administrator	6,838
2018	Billings	MT	City Administrator	110,323
2018	Burnsville	MN	City Manager	61,434
2018	Christiansburg	VA	Town Manager	21,533
2018	Grand Rapids	MI	City Manager	192,294
2018	Herington	KS	City Manager	2,362
2018	Kingman	AZ	City Manager	29,029
2018	Maricopa	AZ	City Manager	46,903
2018	Middleburg	VA	Town Administrator	828
2018	Mora	MN	City Administrator/Public Utilities GM	3,453
2018	Salina	KS	City Manager	46,994
2018	Shawnee	KS	City Manager	64,323
2018	York	PA	Business Administrator	43,859
2017	Berthoud	CO	Town Administrator	5,807
2017	Christiansburg	VA	Town Manager	21,533
2017	Cloquet	MN	City Administrator	11,938
2017	Dickinson	TX	City Administrator	19,595
2017	El Dorado	KS	City Manager	12,852
2017	Glenview	IL	Village Manager	45,417
2017	Lake Havasu City	AZ	City Manager	53,743
2017	Littleton	CO	City Manager	44,275

2. Firm experience

List of administration projects: 2016 to present

Year	Client	State	Project	Population
2017	Manassas Park	VA	City Manager	16,149
2017	Morehead City	NC	City Manager	9,203
2017	Mounds View	MN	City Administrator	12,525
2017	Oldsmar	FL	City Manager	13,913
2017	Orono	MN	City Administrator	8,009
2017	Riviera Beach	FL	City Manager	33,263
2017	Rochester	MN	City Manager	110,742
2017	Roxbury Township	NJ	Township Manager	23,324
2016	Cary	NC	Town Manager	151,088
2016	Charter Township of Kalamazoo	MI	Township Manager	20,918
2016	Christiansburg	VA	Town Manager	21,533
2016	Circle Pines	MN	City Administrator	4,953
2016	Commerce	TX	City Manager	8,276
2016	Crested Butte	CO	Town Manager	1,519
2016	Deerfield Beach	FL	Assistant City Manager	78,041
2016	Denton	TX	City Manager	123,099
2016	Dumfries	VA	Town Manager	5,168
2016	Fredericksburg	VA	City Manager	28,132
2016	Greensboro	NC	Assistant City Manager	279,639
2016	Hayden	CO	Town Manager	1,801
2016	Jersey Village	TX	City Manager	7,862
2016	Mankato	MN	Deputy City Manager	40,641
2016	Medford	OR	City Manager	77,677
2016	Mooreville	NC	Town Manager	34,887
2016	Moorhead	MN	City Manager	39,398
2016	Moose Lake	MN	City Administrator	2,787
2016	North Branch	MN	City Administrator	10,087
2016	Roswell	NM	City Manager	48,611
2016	Shakopee	MN	Assistant City Administrator	39,167
2016	Virginia	MN	City Administrator	8,661
2016	Warsaw	VA	Town Manager	1,498
2016	Wayzata	MN	City Manager	4,217
2016	Williamsburg	VA	Assistant City Manager	15,206

3. Samples of prior searches

Sample materials from previous searches are provided in [Appendix I](#).

4. Experience of individuals

The Baker Tilly project team is designed specifically for the City of Milan.

The project team represents experienced professionals who will be working on your City Administrator recruitment. Our service team is selected to meet four very specific objectives for the City: 1) it represents the staff who will be directly responsible for your projects; 2) it provides a range of expertise to cover the range of service requirements; 3) it provides a national perspective of experience and institutional knowledge to achieve your future objectives; and 4) it represents the commitment to take personal and professional responsibility for the services and outcomes for the City of Milan.

Project team leader

Patricia Heminover, Director

T: +1 (651) 223 3058

E: patty.heminover@bakertilly.com

Additional project team members

Chuck Rohre, Managing Director

T: +1 (214) 466 2436

E: chuck.rohre@bakertilly.com

Art Davis, Director

T: +1 (816) 868 7042

E: art.davis@bakertilly.com

Sharon Klumpp, Director

T: +1 (651) 223 3053

E: sharon.klumpp@bakertilly.com

Anne Lewis, Director

T: +1 (703) 923 8214

E: anne.lewis@bakertilly.com

Edward G. Williams, Ph.D., Director

T: +1 (214) 842 6478

E: edward.williams@bakertilly.com

Cecilia Hernández, Senior Recruitment Analyst

T: +1 (214) 736 1606

E: cecilia.hernandez@bakertilly.com

Michelle Lopez, Senior Recruitment Analyst

T: +1 (651) 223 3061

E: michelle.lopez@bakertilly.com



Our engagement team
has completed nearly
400 successful
searches since 2016.

Patricia Heminover

Patty Heminover, a director with Baker Tilly, has more than 20 years of experience in local government.



Baker Tilly US, LLP

Director

380 Jackson Street
Suite 300
Saint Paul, MN 55101
United States

T +1 (651) 223 3058

M +1 (651) 968 7841

patty.heminover@bakertilly.com

bakertilly.com

Education

Master of Education, Administration
Minnesota State University – Mankato

Mini MBA Program, Human Resources Management
University of Saint Thomas (Saint Paul, Minnesota)

Bachelor of Science, Consumer Science, Business
Administration
Minnesota State University – Mankato

Patty has been with the firm since 2010. Prior to joining Baker Tilly, she was a superintendent, assistant superintendent, director of human resources and director of finance. She brings considerable experience identifying management talent, leading organizational and process improvements, and developing and administering budgets.

Specific experience

- Executive Recruitment, employee development, benefits administration, strategic planning, performance management, market compensation studies, workforce planning, recognition programs and process improvement
- Experience identifying management talent, leading organization and process improvements, and developing and administering budgets
- Understanding of human resources and finance
- Experience working with governing boards
- Served as superintendent, co-superintendent of schools, director of human resources and finance, director of human resources and business services for two Minnesota school districts
- Facilitated discussions with legislators at the state level regarding education funding, securing new funding for a Minnesota school district

Industry involvement

- Minnesota Association of School Administrators (MASA)
- American Association of School Administrators (AASA)
- Minnesota Association of School Business Officials (MASBO)
- River Heights Chamber of Commerce, Member
- State Negotiators Association,
Minnesota School Board Association
- Patty has received a School Finance Award, technology leadership awards and helped establish the first K-12 International Baccalaureate School District in Minnesota

Continuing professional education

- Human Resource Certificate, University of St. Thomas
- Superintendents Licensure, State of Minnesota

Charles A. Rohre

Chuck Rohre, a Managing Director at Baker Tilly, has more than 35 years of experience managing and consulting in both the private and public sectors.



Baker Tilly US, LLP
Managing Director

2500 Dallas Parkway
Suite 300
Plano, TX 75093
United States

T +1 (214) 466 2436

M +1 (214) 608 7477

chuck.rohre@bakertilly.com

bakertilly.com

Education

Master's Degree, Human Relations and Management
Abilene Christian University (Dallas, Texas)

Bachelor of Science, Career Development
Abilene Christian University (Dallas, Texas)

Chuck is responsible for managing and conducting executive recruitment engagements for the firm to ensure their integrity, timeliness and adherence to budget parameters. He also directs the professional and support staff of the executive recruitment practice to ensure best practices, quality control and customer service goals are met.

Specific experience

- Manager of the executive recruitment practice
- Extensive and successful track record of completed recruitments across the nation, especially in Texas, Colorado, Arizona, and the Midwestern states
- Has led more than 400 recruitment engagements in 27 states for key executives such as city and assistant city managers, police chiefs, fire chiefs, library directors, chief information officers, city/county attorneys, parks & recreation directors, finance directors and public works directors, as well as executive directors of not-for-profit and quasigovernmental organizations
- Conducted management consulting assignments in a number of disciplines including public safety, career development and strategic planning
- Written and presented training in a variety of subject areas including personnel assessment, leadership and management skills, and career development for public sector employees
- Prior to beginning his consulting career, served as police chief and director of public safety for North Texas municipalities with populations ranging from 9,000 to 200,000 plus

Continuing professional education

- Certified Behavior Analyst by TTI, Inc.
- Advanced management training at the Institute for Law Enforcement Administration
- Federal Bureau of Investigation, LEEDS course
- Annual participation in the International City/County Management Association Conference
- Annual participation in state and municipal league conference

Art Davis

Art Davis, a director with Baker Tilly, has pursued his passion to improve local government and create great communities for more than 30 years.



Baker Tilly US, LLP **Director**

9229 Ward Parkway
Suite 104
Kansas City, MO 64114-3311
United States

T +1 (816) 912 2036
M +1 (816) 868 7042
art.davis@bakertilly.com
bakertilly.com

Education

Master of Public Administration
University of Kansas (Lawrence, Kansas)

Bachelor of Arts, Political Science
and Public Administration
William Jewell College (Liberty, Missouri)

Art specializes in providing executive recruitment and organizational management consulting services for cities, counties and not-for-profits.

Specific experience

- Successfully launched and expanded his own local government consulting firm over the course of 10 years
- Nearly 15 years' experience in executive recruitment
- Community leadership program facilitation
- Leadership and management development
- Strategic goal setting and strategic planning facilitation
- Organizational assessment, design and development
- Organization and community facilitation
- Served more than six years as associate director for the Civic Council of Greater Kansas City, a nonprofit, 501c4 membership organization comprised of CEOs representing some of the largest companies in the region
- Coordinated and organized a strategic and master planning process (and an update of the plan after four years) focused on re-developing downtown Kansas City, involving hundreds of stakeholders
- Served nearly six years as city administrator for Lee's Summit, Missouri and in other local government positions in Kansas
- Served as assistant to the Mayor of Dallas, Texas
- Led and participated in a wide variety of community initiatives; served on a major hospital board for 13 years and on other not-for-profit boards
- Presented with the L.P. Cookingham Award by the Greater Kansas City Chapter of the American Society for Public Administration, recognizing his long-term and outstanding contributions in the field of public administration

Industry involvement

- International City/County Management (ICMA), member since 1984

Sharon G. Klumpp

Sharon Klumpp, a director with Baker Tilly, has worked on behalf of local governments for more than 35 years and partnered with them to build strong organizations.



Baker Tilly US, LLP **Director**

380 Jackson Street
Suite 300
Saint Paul, MN 55101
United States

T +1 (651) 223 3053

M +1 (651) 270 6856

sharon.klumpp@bakertilly.com

bakertilly.com

Education

Master of Public Administration
University of Kansas (Lawrence, Kansas)

Bachelor of Arts, Political Science
Miami University (Oxford, Ohio)

Sharon specializes in providing executive recruitment, organizational management and facilitation services to local governments and nonprofits.

Specific experience

- More than 15 years' experience in executive search and organizational management consulting
- Served as associate executive director for the League of Minnesota Cities
- Appointed executive director of the Metropolitan Council, a seven-county regional planning agency for the Minneapolis-Saint Paul metropolitan area
- Served as city administrator in Oakdale, Minnesota and assistant city manager for St. Louis Park Minnesota and Saginaw, Michigan
- Private sector experience includes serving as the chief administrative officer for the Minneapolis office of a major global engineering and design firm
- Served as an adjunct instructor at Walden University, teaching public administration and organizational change in the University's School of Management

Industry involvement

- International City/County Management Association (ICMA)

Anne Lewis

Anne Lewis, a director with Baker Tilly, has worked for local governments for nearly 20 years.

**Baker Tilly US, LLP**
Director

8219 Leesburg Pike
Suite 800
Tysons, VA 22182
United States

T +1 (703) 923 8214

anne.lewis@bakertilly.com
bakertilly.com

Education

Master of Science, Organizational Leadership
and Public Administration
Shenandoah University (Winchester, Virginia)

Bachelor of Science, Business Administration
and Management
Shenandoah University (Winchester, Virginia)

Prior to joining Baker Tilly, Anne served as an Assistant County Administrator for a Virginia county, a Deputy City Manager and an Assistant City Manager for two Virginia cities. Over the last 17 years, her experience in local government has also included positions as an Emergency Management Deputy Director, Public Information Officer, Human Resources Manager, Parking Authority City Administrator, Housing Director, Transit Director and Convention & Visitors Bureau City Administrator. She also has had responsibility for parks, recreation and community services, information technology, animal services, general services and legislative programs.

Industry involvement

- International City/County Management Association, Credentialed Manager (ICMA)
 - Task Force on Recruitment Guidelines Handbook
 - Task Force on Women in the Profession
 - Task Force on Internship Guidelines
- Virginia Local Government Management Association (VLGMA), former member of Executive Board
- Virginia Women Leading Government
- Government Finance Officers Association (GFOA)

Community involvement

- Shenandoah University Alumni Association, Executive Committee
- Shenandoah Apple Blossom Festival®, Board of Directors

Continuing professional education

- Graduate Certificate in Public Management
- Senior Executive Institute and LEAD graduate, The Weldon Cooper Center, University of Virginia

Edward G. Williams, Ph.D.

Edward Williams, a director at Baker Tilly, brings character, competence and expertise to every search.



Baker Tilly US, LLP

Director

2500 Dallas Parkway
Suite 300
Plano, TX 75093
United States

T +1 (214) 842 6478

M +1 (214) 608 6363

edward.williams@bakertilly.com

bakertilly.com

Languages

English
Spanish

Education

Ph.D., Educational Leadership and Policy Analysis
University of Missouri (Columbia, Missouri)

Master of Higher Education Administration
University of Missouri (Kansas City, Missouri)

Bachelor of Arts, Education
University of Missouri (Kansas City, Missouri)

Edward has more than 20 years of collective experience in human resources and organizational development at various levels, and across various disciplines including, state and local government, community and educational institutions.

Specific experience

- Human resources executive (municipal and state government)
- Executive recruitment, employee development, benefits administration, strategic planning, Performance management, market compensation studies, workforce planning, recognition programs and process improvement

Industry involvement

- Society for Human Resources (SHRM)
- Institute for Management Studies (IMS), advisory board
- Texas Municipal Human Resources Administration (TMHRA)

Community involvement

- Ft. Bend Habitat for Humanity, president, vice-president, secretary and member, board of (2014-2019)
- AAU basketball coach – middle school boys

Continuing professional education

- Institute for Management Studies - Houston
- International Personnel Management Association

Cecilia Hernández

Cecilia Hernandez is a senior recruitment analyst with Baker Tilly's executive recruitment practice.



Baker Tilly US, LLP
Senior Recruitment Analyst
2500 Dallas Parkway
Suite 300
Plano, TX 75093
United States

T +1 (214) 736 1606
cecilia.hernandez@bakertilly.com
bakertilly.com

Languages

English
Spanish

Education

Bachelor of Science, Public Affairs
University of Texas at Dallas (Richardson, Texas)

Master of Public Affairs with a Local Government
Concentration
University of Texas at Dallas (Richardson, Texas)

Cecelia is responsible for supporting the consultants throughout each recruitment process and keeps in contact with the candidates for any questions or concerns they have.

Specific experience

- Communicates with and sends out candidate questionnaires to candidates once the field of applicants for a position has narrowed to a smaller group
- Responsible for creating reports used and sent to clients, submits candidates' information for background checks and verification of their education, as well as scheduling interviews for finalists
- Worked for a Texas city government as the records management clerk and provided administrative support for the city secretary department; responsibilities were extended to also provide support for the City Manager and prepare for City Council meetings
- Worked for a Dallas area university humanities department; worked closely with event coordinator and manager to ensure that programs and events scheduled ran smoothly; was a contact for students and provided support

Michelle Lopez

Michelle Lopez, a senior recruitment analyst at Baker Tilly, has been with the firm since 2017.



Baker Tilly US, LLP
Senior Recruitment Analyst
380 Jackson Street
Suite 300
Saint Paul, MN 55101
United States

T +1 (651) 223 3061
michelle.lopez@bakertilly.com
bakertilly.com

Education

Currently pursuing Bachelor of Science, Project
Management
Colorado State University – Global Campus

Associate in Arts, Liberal Arts
Minneapolis Community College (Minneapolis, Minnesota)

Michelle assists in the organizational management of the executive recruitment process. Along with coordinating internal workflow, she also works with clients and candidates to ensure objectives are met throughout the process.

Specific experience

- More than 10 years of administrative support experience for multiple departments, including human resources and marketing
- Four years of experience in information technology help desk and support
- Survey and data reporting
- Reference checks for potential candidates
- Interview coordination and scheduling
- Recruitment marketing research and organization

5. Itemized schedule of costs

The all-inclusive professional fee to conduct the recruitment is provided below.

Professional fee

The all-inclusive professional fee includes the cost of professional services by the project team leader, the project support staff and all project-related expenses such as advertising, preparation of the recruitment brochure, printing, candidate background, reference and academic verification checks and travel expenses for on-site visits. Travel expenses incurred by candidates for on-site interviews with the client are not the responsibility of Baker Tilly and are handled directly by the client organization.

The all-inclusive professional fee will be billed in four installments: 30% of the fee will be billed at the beginning of the recruitment; 30% at the implementation of Phase I; 30% at the implementation of Phase II; and 10% upon acceptance of an offer by the candidate.

All questions regarding the professional fees and project-related expenses should be directed to Patty Heminover at patty.heminover@bakertilly.com or via phone at (651) 968 7841.

Phase	Description of professional services	Fee
Phase I	Task 1 Candidate profile development/advertising/marketing lead consultant hourly rate – approximately 14 hours research/project management staff hourly rate – approximately 16 hours	\$3,150 \$1,700
	Task 2 Identify quality candidates lead consultant hourly rate – approximately 14 hours research/project management staff hourly rate – approximately 16 hours	\$3,150 \$1,700
	Task 3 Preliminary screening & initial report to client lead consultant hourly rate – approximately 18 hours research/project management staff hourly rate – approximately 20 hours	\$4,150 \$2,000
	Task 4 Reference checks, background checks, assessments and academic verifications lead consultant hourly rate – approximately 11 hours research/project management staff hourly rate – approximately 12 hours	\$2,500 \$1,300
Phase III	Task 5 Final process/on-site interviews with finalists lead consultant hourly rate – approximately 14 hours research/project management staff hourly rate – approximately 16 hours	\$3,150 \$1,700
Conclusion	Acceptance of offer by candidate	
TOTAL ALL-INCLUSIVE PROFESSIONAL FEE		\$24,500

5. Itemized schedule of costs

Optional services for consideration	Fee
At the City of Milan's option, Baker Tilly will conduct a web-based survey to determine key community-wide issues and priorities that could be considered in the selection of a new City Administrator. This survey is completed by community leaders, citizens and City employees and would alter the project timeline.	\$1,650
On rare occasions, Baker Tilly is asked to provide additional search services that are not included in this scope of service or to provide more than three on-site visits to the City of Milan. Additional work specifically requested by the City which is outside of the scope of this project will be invoiced at the hourly rate of \$220 plus expenses. Baker Tilly will submit a written explanation of the additional services to be provided and the estimated hours that will be required prior to commencing any additional services.	\$220 per hour plus expenses

Triple guarantee

Our Triple Guarantee is defined as:

1. A commitment to remain with the recruitment assignment until you have made an appointment for the fees and tasks quoted in this proposal. If you are unable to finalize selection from the initial group of finalists, Baker Tilly will work to identify a supplemental group until you find a candidate to hire.
2. Your executive recruitment is guaranteed for 12 months against termination or resignation for any reason. The replacement recruitment will be repeated with no additional professional fee, but will include project-related expenses. Candidates appointed from within your organization do not qualify for this guarantee. This guarantee is subject to further limitations and restrictions of your state laws.
3. Baker Tilly will not directly solicit any candidates selected under this contract for any other position while the candidate is employed with your organization.

Exceptions

If the City wishes to include terms from the RFP, including without limitation 7(D) of the Terms and Conditions, we would require the ability to propose additional terms and negotiate mutually agreeable revisions to such terms prior to executing a final agreement.

6. Proposed process

The recruitment will be national and inclusive in nature, with a candidate pool of diverse, experienced and talented individuals.

Our understanding of Milan's needs

We understand the City is looking for a timely, effective, efficient, responsive, well-managed and thorough search process to recruit and identify highly qualified candidates for your next City Administrator.

Baker Tilly will work with the City Council, City staff and other designated stakeholders to understand the desired qualities and professional capabilities that are most important to your organization for this recruitment. This information helps us present the City of Milan and the vacancy to well-regarded candidates, emphasizing the opportunities for leadership and professional growth as well as presenting Milan as a vibrant and thriving community in which to live and work.

We recognize that there is significant competition for experienced local government administrators today. For this reason, we work with you to develop a recruitment strategy that includes an aggressive marketing, recruiting and candidate outreach campaign. As you know, a successful recruitment often depends upon the ability to reach successful executives who may not necessarily be in search of new employment opportunities. Thus, we use existing resources to inform and encourage qualified professionals to apply for opportunities with your organization. We believe that these efforts are critical to ensuring that the City receives a qualified candidate pool.

Baker Tilly manages and tracks applicant information and provides regular communications, updating the applicants on the status of the recruitment. Our communications are always professional and respectful.

We take pride in our ability to provide the City with comprehensive information about each candidate we present, expanding beyond applications and resumes, to better understand their professional experience, the leadership and management style they will bring to your organization, and their motivation for pursuing this career opportunity. We also assist you in the preparation of interview questions, interview day scheduling, planning and structuring as needed. Additionally, we are available to you and present throughout each interview session and are able to facilitate your deliberations and negotiations with the top candidate.

Recruitment solutions during the Covid-19 Pandemic

In response to the COVID-19 Pandemic, the Baker Tilly executive recruitment team leader will work closely with Milan's designated point of contact to develop alternative methods to complete all aspects of our established search processes using existing technologies and ensure the overall safety of all involved, which may include virtual or telephonic meetings, interviews, or conversations.

As such, we will creatively collaborate with your organization to provide you with access to critical information you may need to make your hiring decisions. Additionally, we can utilize our capability for video conferencing during meetings, candidate interviews, etc.

When the time arrives for the City Council to interview candidates, we may encourage and support the steps established or recommended by local, state or federal guidelines, public health and medical professionals, including social distancing guidelines and protocols.

Baker Tilly has successfully organized several successful virtual and on-site interview processes following the prescribed social distancing protocols and best practices. As such, Patty Heminover is able to provide corresponding on-site support and assistance, if requested.

Remote work

For Baker Tilly, the safety of our people is paramount. We are committed to playing our part in containing COVID-19 by practicing responsible social distancing. As of this writing, our firm is allowing many professionals to work remotely. Because Milan expects and deserves tailored, personalized service, we recognize that this policy may cause concern. **Please understand that we are prepared to deliver an exceptional service experience remotely if necessary.**

The City's engagement team has various tools enabling them to assist you from any location. Baker Tilly professionals each receive their own laptop and remote access credentials to connect to our internal network from outside the office. When Baker Tilly and the City are not able to meet in person, we have web conferencing software – including Zoom and WebEx – to quickly set up online meetings. We also use Microsoft Teams, which facilitates easier communication and project management.

Additionally, we use Huddle, a secure cloud collaboration software, to work together anywhere, anytime and on any device. Huddle provides a platform for Milan and Baker Tilly to come together, share files, assign tasks, and track activity in a secure environment.

Using Huddle as a central hub of activity means we all spend less time organizing documents, chasing approvals and searching through email – and more time achieving tangible results. The platform also enables real-time communication, meaning the status of your engagement will always be available. We also use Microsoft Teams, which facilitates easier communication and project management.



Proposed solution to meet Milan's needs

The recruitment will be conducted out of our Saint Paul, Minnesota office. Patty Heminover will serve as the project team leader. Our proven process includes five major tasks:

1. Recruitment brochure development and advertising

- We schedule and meet with Milan's elected officials, appointed management team members and key stakeholders, as requested, to understand your desired needs, strategic directions, overall candidate expectations and to develop a candidate profile

2. Execution of recruitment strategy and identification of quality candidates

- Using the approved profile, we develop a colorful, appealing brochure and embark on a national or regional targeted recruitment campaign
- Additionally, we simultaneously launch a direct applicant outreach campaign targeting eligible prospects identified via our extensive searchable applicant database
- Using our proprietary applicant tracking system, we communicate and update applicants on key processes and corresponding search progress

3. Screening of applications, recommendation of semi-finalists and selection of finalists

- Once we identify the most promising applicants, we ask them to complete our due diligence questionnaire and a candidate questionnaire while the project team conducts a comprehensive web and social media scan to elicit information that could be relevant to employment
- These applicants also complete a recorded, one-way video interview of selected questions designed to secure a different perspective on the applicant's overall qualifications
- We provide you with a Semi-Finalists Report of the top candidates, which includes resumes, cover letters and due diligence questionnaire responses
- Selected finalists complete a management and leadership style and strengths assessment (personality and behavior analysis) to provide us with important information about their styles, temperament, preference, etc.

4. Conducting background checks (criminal, civil, credit and driving record), reference checks and academic verifications

- Background records checks and academic verification
- References

5. Final interview process

- Once the City Council identifies its top 3-5 finalists, we work with you and the finalists to coordinate all aspects of the interview process
- Employment offer – assistance and feedback

Recruitment approach

Task I. Recruitment brochure development and advertising

The development of a comprehensive recruitment brochure that includes a profile of the ideal candidate is an important first step in your recruitment process. This profile includes the required academic training, professional experience, leadership, management and personal characteristics related to the success of the candidate in the position of City Administrator. The recruitment brochure will also include a profile that captures the essence of Milan as a highly-attractive venue for the successful candidate to live and work.

To prepare the recruitment brochure, the project team leader will come on site to meet with the City Council, City staff and other designated stakeholders to discuss the required background, professional experience, and management and leadership characteristics for your City Administrator. We meet individually (or collectively depending upon your preference) with members of the City Council to broaden our understanding of the position's leadership and management requirements, current issues, your strategic priorities and your expectations for the City Administrator. [See example of a recruitment brochure in [Appendix I.](#)]

Information obtained from these meetings, coupled with our review of the job description and other City documents, is used to prepare a position and candidate profile. The completed profile will be approved by the City before recruitment begins. The position and candidate profile will be central to our recruitment strategy and outreach to potential candidates.

The project team will also work with the City to develop an advertising and marketing strategy to notify potential candidates about the vacancy and conduct an open recruitment that encourages applications from a talented and diverse pool of candidates. Our team will place ads in appropriate professional publications, websites and local print media, if required, and coordinate with City staff to include information about the search on the City's social media platforms. Additionally, Baker Tilly has a high-traffic website which includes an exclusive location dedicated to encouraging potential candidates to upload their resumes. The aggressive advertising and marketing campaign for top talent will include national, state, regional and local elements as determined during our initial meetings with Milan's representatives. Our customized mailing list, selected from our extensive database and contacts collected at appropriate public-sector conferences, will be utilized to further promote the City Administrator position.

Project milestone	Deliverables	Timeline
Position profile and recruitment brochure development	- Interviews with the City - Baker Tilly receives information on Milan's budgets, organizational charts, images, logos, etc. - Develop draft documents (recruitment brochure, advertisement, marketing letter and timeline)	2 weeks
Approve brochure, begin advertising and distribute marketing letter	- Brochure sent to the City for final approval - Commence advertising and distribution of recruitment brochure	1 week

Task II. Execution of recruitment strategy and identification of quality candidates

Utilizing the information developed in Task I, Baker Tilly will identify and reach out to individuals who will be outstanding candidates for the position of City Administrator. Often, well-qualified candidates are not actively seeking new employment and will not necessarily respond to an advertisement. However, if a potential candidate is presented with the

opportunity directly and in the proper manner, he or she may apply. We take pride in our ability to locate highly qualified candidates across the nation based on the professional contacts and relationships we have developed and maintained over many years.

These efforts will be supplemented by the creation of a customized database utilizing our extensive, interactive applicant database for the City Administrator position. This will provide the Baker Tilly team with the ability to customize applicant flow and tracking, communication with applicants and conduct database inquiries for candidates based on characteristics important to the City such as geographic location, particular experience, expertise and credentials.

During this part of the process the project team will work with the City Council and designated City staff to reach consensus on the leadership and management style for the ideal candidate. Our research will determine the key competencies, work values and leadership/management style for the City Administrator and match the candidates to each attribute.

While recruitment is under way, the project team will work with a team of up to 10 subject matter experts (SMEs) who know what successful performance in the City Administrator position looks like to reach consensus on the desired leadership and management style for the ideal candidate. We ask the SMEs to complete a 30-minute, on-line questionnaire. When aggregated, these responses generate a benchmark that prioritizes the key competencies, work values and leadership/management style attributes for this position, creating a framework for assessing candidate fit with Milan. Later in the process, finalists for the position are asked to complete a companion questionnaire that allows us to match candidates' competencies, work values and leadership/management style to the benchmark. [See sample excerpt of TTI report in [Appendix II](#).]

Each candidate submitting a resume is sent a timely acknowledgement by our team, including an approximate schedule for the recruitment. Throughout the recruitment process, communications are maintained with each candidate regarding information about the recruitment progress and their status in the process. We take pride in the many complimentary comments made by candidates regarding the level of communication and the professional manner in which they are treated during our recruitments.

Project milestone	Deliverables	Timeline
Execution of recruitment strategy and candidate outreach	– Online data collection and profile development – Development of interactive, searchable applicant database for recruitment of the City Administrator – Baker Tilly performs direct outreach to prospective candidates identified in the recruitment strategy – Utilization of extensive applicant database to identify applications and review applicant pool for competencies/demographics	4-5 weeks

Task III. Screening of applicants and recommendation of semi-finalists

In Task III the project team, under the direction of Patty Heminover, will screen the candidates against the criteria within the position and candidate profile and develop a list of semi-finalists for recommendation to the City Council. We will then narrow the list to a group of 10-15 semifinalists for review and select finalists on the basis of written candidate questionnaires, early due diligence information, consultant phone interviews and recorded, one-way video interviews.

6. Proposed process

Another unique aspect of our recruitment process is our use of online recorded interviews for the screening process. Responses are timed and questions are not provided in advance. This tool allows our team to develop a more comprehensive understanding of each candidate's ability to "think on their feet," as well as their personal and professional demeanor. Our team will provide an online link for the City Council and designated City staff, as well as others who have input into the hiring decision, allowing them to review and later discuss the recorded responses. This provides your organization with additional candidate assessment tools that can be customized to fit the unique needs of the City of Milan.

Throughout the process, you will have access to our Master Applicant List (MAL), which will provide pertinent data for each applicant.

Project milestone	Deliverables	Timeline
Applicant screening and recommendation of semi-finalists	– Baker Tilly compares applications to the approved candidate profile, developed in our searchable applicant database – Most promising applicants are asked to complete candidate questionnaires and provide due diligence information – Media, internet and social media scan for information pertinent to future employment – Top 10-15 candidates identified as semi-finalists – Semi-Finalist Report is prepared, including the brochure, master applicant list, cover letter and resume of candidates to be considered – Baker Tilly and the City Council review video interviews – Project team leader meets with the City Council to review recommended semi-finalists – City Council selects finalists for on-site interviews – Finalists complete candidate management style assessment, responses are reviewed and interview questions are developed	2-3 weeks

Task IV. Conducting background checks, reference checks and academic verifications

When the City Council approves of a group of finalists for on-site interviews, Baker Tilly will begin the process of conducting reference checks, background checks and academic verifications. A Confidential Reference Report is prepared for each finalist to complete our understanding of his/her management and leadership characteristics and professional work performance.

Background checks will include information from the following areas:

Consumer credit	Bankruptcy
City/county – criminal	State district Superior Court – criminal
City/county – civil litigation	State district Superior Court – civil
Judgment/tax lien	Federal district - criminal
Motor vehicle driving record	Federal district – civil litigation
Educational verification	Sex offender registry

6. Proposed process

To ensure that our quality standards are maintained, we require a minimum of 10-15 business days between the time that you select the finalists for on-site interviews and when we submit the candidate documentation for your final interview process.

Project milestone	Deliverables	Timeline
Design final process with City for on-site interviews with finalists	– Baker Tilly confirms interviews with candidates – Travel logistics are scheduled for candidates	1-2 days
Background and reference checks and academic verification	– Baker Tilly completes background checks, reference checks and academic verifications for finalists	2-3 weeks

Task V. Final interview process

Upon completion of Task IV, we will work with the City Council to develop the final interview process, including the use of virtual platforms as requested. We customize the final interview process according to the needs and functions of the position and according to your preference, instructions and directives to include steps that are important to you, our client. As such, the final interview process may include meetings with the department heads, a City tour and the opportunity for a meet and greet, if requested by the City. In advance of the interviews, we will provide documentation on each of the finalists which will provide the highlights of their leadership/management profile (Gap Analysis) as well as a summary of the results of the reference checks, background checks and academic verifications. In addition, the Final Report will include guidelines for interviewing the candidates, suggested interview questions and a candidate assessment process for your interview panel(s).

The project team leader will be available during the final interview process to answer questions about the candidates and, if requested, assist with the final evaluation of the candidates. In addition, we will assist in negotiation of an employment agreement with the final candidate as directed by City Council and coordinated with the City attorney and the director of human resources.

Project milestone	Deliverables	Timeline
Final Report prepared and delivered to the City	– Final Report is prepared; including brochure, interview schedule, cover letter, resume, candidate questionnaire, suggested interview questions, candidate assessment form and management style probing questions	1 day
On-site interviews with finalists	– Interviews are scheduled – Recruitment project team leader attends client interviews and is available to participate during deliberations of candidates	1-2 days
Offer made/accepted	– If requested, Baker Tilly participates in candidate employment agreement negotiations – Baker Tilly notifies candidates of decision – Baker Tilly confirms final process close out items with the City of Milan	1-2 days

Onboarding

Our process lends itself well to onboarding new candidates. Baker Tilly has affiliated with TTI Success Insights (<https://www.ttisuccessinsights.com>), a leader in the human capital development field used by over 100,000 companies worldwide to help them maximize the human capital investment and keep workers engaged and productive. We choose the

appropriate assessment for your candidates and provide you with a benchmark report, along with results from your finalists, helping you to choose the best fit candidate based on management style, work habits and competencies. This report is provided to the client and may be used to good effect with onboarding the new person, both to help them better understand their traits, but also to better understand the traits that the organization leaders felt the job requires. This instrument is part of our standard package.

We also offer a number of other tools for onboarding, including an additional cost internal or external online survey. This, too, can be used in onboarding to help prepare the new hire to better understand the environment into which they are entering.

If desired, costing for time spent in onboarding will be agreed upon and billed accordingly.

Knowledge of federal, state and local laws

The Baker Tilly public sector executive recruitment team has a long history of conducting successful recruitments for cities and counties across the country. Since 2016, we have conducted nearly than 400 recruitments nationwide in more than 30 states and believe it is important to advertise nationally, yet we utilize a regional focus to attract candidates that are more knowledgeable about the nuances of working in Michigan. We remind candidates throughout the process that any information provided during the process will become public information. We believe in transparency and always provide our clients with a Master Applicant List (MAL) of all candidates as well as a digital packet of applicant materials for review and retention by the client. Because of our extensive experience, Baker Tilly's public sector executive recruitment team has the knowledge and perspective to provide "best practice" suggestions we have used with other cities and counties throughout Michigan to ensure development of a seamless and transparent process to narrow down the field of qualified candidates, conduct comprehensive background reviews and recommend a variety of public interview process options that we customize to each client's unique needs – while complying with all state and local laws.

Our strategy for recruitment of diverse candidates

Our corporate core values and work environment reflect our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect. We have established strong and credible networks with minority and female leaders nationwide. In addition, we are corporate members of the National Forum for Black Public Administrators (NFBPA) and the Local Government Hispanic Network and are on their National Corporate Advisory Council. We participate in their membership events on a regular basis.

To that end, we take responsibility for diversity in our organization, our recruitment strategy and our candidate pools. In this recruitment, we will use our established networks to make direct and personal contacts with prospective minority and female candidates and encourage them to consider the City of Milan's City Administrator position. Because of our performance record in presenting a diverse applicant pool, these prospective candidates know they will be fairly considered in the process.

Baker Tilly is committed to ensuring equitable participation in our business and employment opportunities without regard to race, color, religion, sex, national origin, age, disability, veteran status, marital status or sexual orientation. As a leader in the executive recruitment industry, we take positive actions to prevent and to remedy any discriminatory effects of business and employment practices.

Commitment to Diversity, Inclusion and Belonging for Success (DIBS)

At Baker Tilly, diversity, inclusion and belonging is *who we are* rather than *what we do*. Creating an environment where all team members are valued empowers us to bring our authentic selves to work each day. **When our contributions reflect our individual best, we achieve better results for Milan.**

Belonging is a core Baker Tilly value. We foster a deep level of mutual respect where each one of us feels seen, heard, valued and connected. Each team member commits to upholding a diverse and inclusive workplace driven by fairness, compassion and equality.

Throughout the firm, you will find our DIBS philosophy and practices embedded into everything we do. We hire people who bring new perspectives and experiences. We embrace our differences and believe a more open, connected world serves everyone better. DIBS is the lens that helps us see things more broadly and lights the path for us to follow. This benefits our people, our clients and our communities.

DIBS steering committee



Baker Tilly's national DIBS steering committee is designed to strengthen our firm's culture of diversity, inclusion and belonging. Theresa Nickels, partner and chief legal counsel, chairs this committee. A cross-section of leaders across the firm oversee our strategy – from inclusion-related communications to accountability measures for our key diversity goals and coordination of our signature initiatives described below.

Growth and Retention of Women (GROW)

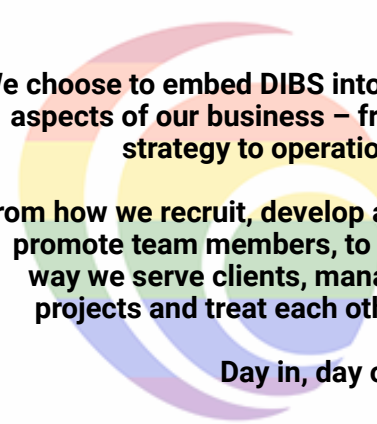


Through our GROW initiative, Baker Tilly provides women valuable opportunities to network, share their stories, acquire skills, strengthen professional relationships and advance in their careers. Our commitment to GROW increases the number of women in management positions, enhances the retention of women at all firm levels, creates an environment where women feel empowered and supports our advocacy of advancing women in business. It also helps us share knowledge gained with clients and creates a workforce that reflects our client base.

Supporting Opportunity, Advancement and Retention for all (SOAR)



SOAR focuses on improving inclusion and increasing retention of team members of color to create a more inclusive, innovative and productive workforce. Diversity makes each of our professionals unique; inclusion is how that unique team collaborates to achieve common goals. Our SOAR strategy rests on four key pillars: talent acquisition, advancement, education and awareness and recognition.



We choose to embed DIBS into all aspects of our business – from strategy to operations.

From how we recruit, develop and promote team members, to the way we serve clients, manage projects and treat each other.

Day in, day out.

NexGen: joining workforce generations



Today, four generations coexist in the workplace – baby boomers, Gen X, millennials and Gen Z – and each brings unique viewpoints influenced by events and experiences in their lifetime. With NexGen, we aim to empower the next generation of team members to collaboratively engage in the firm's progress while promoting an overall investment in our future. Key components of NexGen's vision involve discovering how different generations can build rewarding professional relationships that are mutually beneficial. NexGen amplifies the voices of our firm's next generation of professionals – providing leadership and growth opportunities along the way.

PRIDE team member network



across the firm.

Our PRIDE team member network exists to support the LGBTQ+ community and their allies within Baker Tilly. We strive to create an open environment centered on LGBTQ+ issues and topics relevant to the workplace. We also acknowledge this effort includes the involvement, support, understanding and acceptance from colleagues

Racial Equity Action Plan (ACTION) and focus on social justice



Our firm developed an ACTION plan to support our strategic goal of increasing the retention of team members of color, and also to create positive change in our communities and our profession. As initial steps in our plan, we convened our DIBS steering committee and formed a racial equity advisory group consisting of a diverse group of team members. We then worked closely with a highly respected consulting firm with more than 30 years of experience to assess the current state of our workplace as it relates to diversity, inclusion and racial equity. We used their recommendations to refine our DIBS strategic plan and inform the next steps in our journey.

During the past few months, Baker Tilly team members have taken the time to have difficult conversations and reflect deeply. Colleagues shared stories of how racism and discrimination affect their daily lives – stories they did not feel comfortable sharing before. Others gained new insight into their own unconscious biases and the steps needed to overcome them. As a firm, we are committed to continue on this learning journey and achieve tangible results together.

Baker Tilly Foundation support for racial justice advocacy



As a firm, we have made our position clear: we stand against racism and discrimination in any form. The Baker Tilly Foundation's board of directors, with input from our team members, recently selected key racial justice organizations as recipients of direct financial support from our firm –with a commitment to match team member donations. Additionally, our SOAR committees support local social justice causes through event sponsorship, fundraising initiatives and volunteer engagement.

Tone from the top: CEO Action for Diversity & Inclusion

CEO ACT!ON FOR DIVERSITY & INCLUSION

Baker Tilly is a member of [CEO Action for Diversity & Inclusion](#), a steering committee of CEOs focused on making diversity and inclusion a business priority. CEO Action for Diversity & Inclusion is the most extensive alliance of

business leaders openly committed to sharing successful diversity initiatives and lessons learned. This corporate exchange provides a central hub for participating businesses to share successes and challenges. As a member, Baker Tilly pledges to:

- Make our workplaces trusting places to have open conversations about diversity and inclusion
- Implement and expand unconscious bias education
- Share best, and unsuccessful, practices

Why Baker Tilly is ideally suited to serve Milan

There are many reasons Baker Tilly has distinguished itself from peers in public sector executive recruitment. What makes Baker Tilly different from other firms? **Our executive recruitment solution truly begins with your needs.** The City of Milan deserves to work with a provider that goes beyond checking your recruitment boxes through proactive, responsive insights, a tailored approach and communication. We encourage you to consider how the unique combination of our qualifications make us the right fit to serve the City—today and for years to come.

We are experienced and passionate about what we do

Baker Tilly executive recruitment consultants are highly experienced and passionate about local government since all have spent a significant part of their professional careers in senior leadership positions for cities, counties and school districts. Our team has recruited and placed more than 1,400 executive-level positions within cities, counties, school districts and public and not-for-profit organizations since 2000.

We are focused on exceeding your expectations

We believe in local government and want to assist the City of Milan organization in building a great team. We want your organization to hire us again based on the success we achieve the first time we work together.

We believe that “ethical business practices” are a catalyst for success

These practices include operating with transparency, responsiveness and sensitivity to the culture of your organization while pursuing an unrelenting commitment to high quality and professional services.

We believe in diversity

Our corporate core values and work environment reflect our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect. We take responsibility for diversity in our organization, our recruitment strategy and our candidate pools. We are corporate members of the National Forum for Black Public Administrators (NFBPA) and the Hispanic Network and are on their National Corporate Advisory Council.

We conduct a timely, high-quality recruitment that is within budget

For an all-inclusive, not-to-exceed professional fee that includes the cost of professional services by the project team leader, the project support staff and all project related expenses such as advertising, preparation of a recruitment brochure, background, reference and academic verification checks and travel expenses for up to three on-site visits. We work with you to establish a timeline, respond to Milan's needs and to unexpected circumstances that may develop during the course of a recruitment in order to expedite the recruitment, but not at the expense of finding high quality candidates for the City.

We utilize the latest technologies that uniquely sets us apart

Technology plays an important role in the Baker Tilly executive recruitment process. From our proprietary video interview system and our management/leadership style assessment analysis to our proprietary online application system, we efficiently manage candidate information and provide the City Council with unique information about each candidate's leadership and management style and ability to respond extemporaneously to video questions.

We offer a “Triple Guarantee” that commits us to the City's success

- We remain focused to assist with your executive recruitment until you make an appointment
- We guarantee your executive recruitment for 12 months against termination or resignation for any reason – or we come back to fill the City Administrator position for no additional professional fee
- We will not directly solicit any candidates selected under this contract for another position while the candidate is employed with your organization

Benefits to Milan

Selecting Baker Tilly to conduct your executive recruitment provides you with the following benefits:

Comprehensive and structured process

Our process is comprehensive and seamless, reflecting our years of interaction with local government employers and prospective candidates.

Transparency

Baker Tilly comes to the City without having any preconceived notions or expectations about the City and prospective candidates. The Baker Tilly team works closely with the City to make sure the process is transparent.

Confidentiality

Prospective candidates know that their application will be kept confidential, allowing them to express interest in the City Administrator position without jeopardizing their current employment. Our reputation for ensuring candidate confidentiality as permitted by state and local law means that the City can count on maximizing the number of qualified candidates interested in the position.

Candidate recruitment

Baker Tilly actively recruits qualified candidates, drawing from our extensive personal and professional connections with capable individuals around the state, region and nation and assuring the City of its access to established managers and rising stars. The ability to widely recruit for prospective candidates is one of the primary benefits of using Baker Tilly.

Focused use of the City's time

Baker Tilly's comprehensive process incorporates the active participation of City Council members at key steps in the process. Our process keeps decision makers fully advised and informed of all aspects of the process without requiring them to expend large amounts of time on the recruitment process or to put aside other pressing issues facing the City.

Minimize staff disruption

Baker Tilly's search process also minimizes disruptions to Milan's staff, some of whom may have additional duties in this time of transition. Because conducting a thorough recruitment can be time-consuming, Baker Tilly's involvement allows staff to stay focused on their primary and assigned functions.

Thorough evaluation of candidates

The City seeks a City Administrator of sound professional and personal character. Baker Tilly's process includes a thorough evaluation of the final candidates, including detailed information from references and a careful review of background records.

7. Expected workload for the City Council and City staff

Baker Tilly requests a commitment by the City Council to meet with the recruitment project team leader during the initial and subsequent visits. Baker Tilly would request that the City designate a staff member to serve as our primary point of contact throughout the recruitment. We will ask this person to provide requested information, arrange meetings and serve as the point of contact for progress reporting, provide information needed for each recruitment, such as salary and benefits information, and respond to questions as needed. Also, as part of the interview process, we recommend that department heads be available to meet with finalists and that key personnel be available to assist in providing a tour of the community.

The City would be responsible for organizing on-site interview process, but always with best practice suggestions provided by the recruitment project team leader, if requested. As identified in Section 5 – Itemized schedule of costs, the City would be responsible for all travel related expenses incurred by candidates for on-site interviews and would not be the responsibility of Baker Tilly and should be handled directly by the City. This recruitment process is considered a turn-key process to identify qualified and outstanding City Administrator candidates for the City of Milan. Any other responsibilities relating to both Baker Tilly and the City, such as submittal of invoices, payment terms and all other anticipated interactions are detailed in various sections of this proposal.

8. Proposed timeline

Below is an estimated timeline for the executive recruitment process. You will be asked during the first on-site meeting to review and approve a timeline for the recruitment project. It is our intent to conduct the recruitment expeditiously, but not at the expense of finding high-quality candidates for you.

City of Milan, Michigan Executive Recruitment Preliminary Timeline		
The following timeline represents a preliminary schedule for your executive recruitment based on a commencement date of August 30, 2021. Actual target dates will be developed in consultation with and approved by the City Council.		
Project milestone	Deliverables	Target Date
Profile development, advertising and candidate outreach	- Baker Tilly completes interviews to develop candidate profile and recruitment brochure; the City approves ad placement schedule and timeline - Baker Tilly sends draft recruitment brochure to the City - The City returns draft recruitment brochure (with edits) to Baker Tilly - Baker Tilly commences executive recruitment advertising and marketing - Online data collection and profile development	September - October
Applicant screening and assessment and recommendation of semi-finalists	- Baker Tilly commences formal review of applications; most promising candidates complete questionnaires - Candidates complete recorded interview online - Baker Tilly completes formal review of applications and sends selected resumes to the City Council for review - Candidates' recorded interviews are presented - Baker Tilly meets with the City Council and recommends semi-finalists; the City Council selects finalists for on-site interviews - Finalists complete candidate management style assessment and responses are reviewed and interview questions are developed	October
Comprehensive background check, academic verifications and reference checks completed for finalists	Baker Tilly completes reference checks / background checks/ academic verification on finalists	October
On-site Interviews with finalists	- Baker Tilly sends documentation for finalists to the City Council - The City Council conducts on-site interviews with finalists	November
Employment offer made / accepted	The City Council extends employment offer to selected candidate	TBD

Appendix I: Sample materials



CITY ADMINISTRATOR

INVER GROVE HEIGHTS, MINNESOTA



The Community

Inver Grove Heights (pop. 35,077) is a vibrant, diverse, and fast growing community located southeast of the Twin Cities, in close proximity to the Mississippi River. With an area of 30 square miles, the City is poised for continued residential and commercial development. By 2025, its population is projected to reach 46,000. With easy access to Interstate 494 and Minnesota State Highways 52, 55, and 3, City residents are 15 minutes from downtown St. Paul and 25 minutes from downtown Minneapolis.

The largest employers in the area are Flint Hills Corporate Headquarters and Pine Bend Refinery, Cenex/CHS Corporate Headquarters, Inver Grove Heights Community College, ISD 199, and the City of Inver Grove Heights.

Veterans Memorial Community Center provides an array of recreation services to Inver Grove Heights residents. The community center has an ice arena, which includes a section of indoor turf used by lacrosse teams, and The Grove Aquatic and Fitness Center, featuring its own water park. Inver Grove Heights is also home to the Rock Island Swing Bridge, which gives visitors a lovely view of the Mississippi River. The City has 27 parks, including a golf course, an athletic complex at Rich Valley Athletic Complex, and mountain bike trails at Harmon Park Reserve. The Inver Grove Heights Days festival takes place every fall. The celebration is run by local volunteers and features sporting events for all ages, a parade, fireworks, and more.

There are three school districts that serve the community: ISD 199, 196, and 197, with the majority of students attending ISD 199 or 196. ISD 199 has three elementary schools, one middle school, and one high school located within the city. Residents also have access to schools in Apple Valley, Rosemount, Lakeville, Burnsville, and Eagan. Inver Grove Heights is home to Inver Hills Community College, which strives to provide its graduates with transferable or career-focused degrees at an affordable price.





The Organization

The City operates under a statutory form of government consisting of a four-member city council and the mayor who is a voting member. Council members serve four-year staggered terms, with two council members elected every two years and the Mayor elected every two years. Among its primary duties, the City Council establishes a strategic vision for the City, responds to resident concerns, makes laws, sets policies, adopts budgets, and oversees a wide-ranging agenda for the community. The City Council appoints a City Administrator to head administrative functions and direct all city operations, projects, and programs. The City employs a staff of 154 full-time equivalents and 308 part-time/seasonal employees. The City has an all-funds budget of \$60 million.

The City of Inver Grove Heights is a full-service city, including police and fire protection, the construction and maintenance of highways, streets and other infrastructure, water and sewer services, community development support, and recreational activities and cultural events.



Vision

A welcoming community on the river, with varied landscapes, that provides a safe environment, quality built and sustainable infrastructure, supports local businesses, a variety of housing and promotes culture and recreation.

Mission

The mission of the City of Inver Grove Heights is to provide services and facilities that enhance the quality of life in our vibrant community.



The Position

Under the direction of the City Council, the City Administrator is responsible for overseeing the implementation of the decisions, policies, and goals of the City Council in collaboration with City department directors and their staff. The City Administrator provides overall direction and oversight to department directors to ensure the most effective use of City resources and adherence to City administrative policies and procedures. The City Administrator has ten direct reports: Director of Parks & Recreation, Director of Public Works, Director of Community Development, Police Chief, Fire Chief, Director of Finance, IT Manager, Human Resources Manager, Communications Manager, and City Clerk.

Major duties for this position include:

- Oversees the preparation of meeting agendas.
- Attends City meetings, committee meetings, staff meetings, and meetings with other governmental entities.
- Evaluates projects, programs and services and the impact they may have on the community and City.
- Provides direction, supervision, coordination, and oversight to department directors and administrative personnel.
- Cultivates and sustains an organizational culture that supports and enhances City's values.
- Oversees and directs administrative services of the City including technology, human resources, communications, and City Clerk functions; monitors and develops budgets in collaboration with Finance Director and other department heads/directors.
- Oversees the selection process of department directors and direct reports and makes recommendations to the City Council.
- Serves as an advisor to the City Council and its committees on operational issues, items of concerns, and recommendations.
- Plans, researches, formulates and/or recommends policies, procedures, and proposals for the Council's consideration.
- Oversees and plans the budgetary process and fiscal operations of the City.
- Conducts and performs activities involved in public relations and public information services for the City.
- Establishes relationships and communications with County administrators, County Commissioners, school superintendents, local businesses, associations, and agencies.
- Works with a variety of different groups representing various sectors of the community to identify or discuss their issues, concerns and to represent the City or serve as a liaison between the community, citizens, and the Council.
- Represents the City with local legislators, appointed officials, community leaders, and other city managers or administrators.





Desired Capabilities

The successful candidate will be a leader who is approachable and aligned with the City's values of being ethical (doing the right thing), engaged (delivering collaborative results), and striving for excellence (setting high standards and exceeding expectations). Exercising trust and respect for all, the successful candidate will create an organizational culture that supports and empowers good governance. The successful candidate will understand, respect, and support the role of the City Council while remaining apolitical. The successful candidate will be a critical thinker in evaluating and addressing City needs and problems and receptive to the ideas and perspectives of others. Other desired capabilities include:

- Creative leader who can be a champion for the City and facilitate the community's growth
- Innovative, receptive to new ideas, not content with the status quo
- Connects with the community, proactively reaches out to and engages community groups
- Projects confidence and inspires others to do their best
- Demonstrates the highest level of trust, integrity, and ethics; is transparent in all interactions
- Knowledgeable on issues facing growing communities, relates to the interests of large rural lots and small city lots
- Listens effectively and engages with staff, residents, intergovernmental representatives, other stakeholders, and the City Council
- Invites perspectives, professional opinions, and discussion to make informed decisions
- Motivates and encourages staff performance; ensures that employees understand how their work contributes to organizational goals and objectives
- Sets goals, communicates expectations, and holds staff accountable
- Effective communicator who welcomes questions and responds by providing insight and reasons that explain the response; keeps the conversation focused on best practices
- Fiscally conservative with a strong financial acumen, emphasizes the importance of long-range fiscal planning
- Calm, courteous, and respectful demeanor
- Self-aware and emotionally intelligent
- Approachable and visible in the community, regularly attends community events

Leadership Opportunities

Council-Administrator relationship. The City Administrator will make it a priority to get to know the individual members of the City Council and to work with them collectively to define roles and relationships, to discern priorities, and to help the City Council reach consensus on policy matters. The City Administrator, working with the senior management team, will provide timely information and analysis to the City Council and engage the City Council by providing options and recommendations on policy issues. The City Administrator will ensure that all Council members get the same information at the same time.

Strategic direction. The City Council has begun work to identify its strategic goals. The City Administrator will work with the City Council and the staff leadership team to develop short- and long-range City goals that are linked to the City budget and long-range financial plans and will provide the leadership and energy to accomplish adopted goals.

Organizational development. The City Council and staff leadership team understand the importance of building a cohesive organization with a forward-looking, shared strategic direction for the City. The City Administrator will cultivate an inclusive organizational environment that values collaboration, teamwork, and respect. With vacancies in the positions of the Directors of Public Works and Engineering and Parks and Recreation, the City Administrator will also have the opportunity to build the leadership team.

Community-building. The City Administrator will establish trusting relationships and regular communications with County officials, school superintendents, and local businesses and connect with groups from various sectors of the community and the general public to represent the City and discuss issues and concerns. The City Administrator will also represent the City in professional, regional, and state organizations.

Economic growth. The City wants to ensure that development and construction processes are streamlined to attract more businesses and developments to help the City realize its untapped potential. The City Administrator will work with the staff leadership team to accomplish the City's goals of improving existing residential neighborhoods, increasing commercial activities, increasing the tax base, and providing additional employment opportunities.

Modernize administrative processes. The City Administrator will engage the staff leadership team to identify areas where efficiencies can be achieved by streamlining business processes and updating technology. As the City grows, the City Administrator will review, and project staffing needs required to support municipal services



Qualifications and Experience

This position requires a Master's degree in public administration or a closely related field and at least five years of management and leadership experience in the areas of finance, government and public administration or an equivalent combination of education and experience. ICMA-CM is a plus.

The successful candidate will demonstrate a proven record of strategic and ethical leadership, a passion for community building, and a collaborative management style. Deep familiarity with the delivery of municipal services and administrative functions, including finance and human resource, is required.



Compensation and Benefits

The 2021 salary range for this position is \$152,131 to \$180,927, and the anticipated starting salary is \$166,529 +/-, depending upon qualifications and experience. The City offers a full range of employee benefits. Relocation is negotiable.

Application and Selection Process

Qualified candidates please submit your cover letter and resume online by visiting our website at:

<https://bakertilly.recruitmenthome.com/postings/2892>

This position is open until filled; first review of resumes occurs on May 26, 2021. Following this date, applications will be screened against criteria outlined in this brochure. For more information or to request accommodations, please contact Sharon Klumpp at sharon.klumpp@bakertilly.com or 651-223-3053.

For more information about the City, please visit <https://www.ighmn.gov/>

The City of Inver Grove Heights is an Equal Opportunity Employer. In compliance with the Americans with Disabilities Act, the City will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with the employer.



380 Jackson Street, Suite 300

St. Paul, MN 55101

651-223-3000

bakertilly.com

PROJECT STATUS REPORT

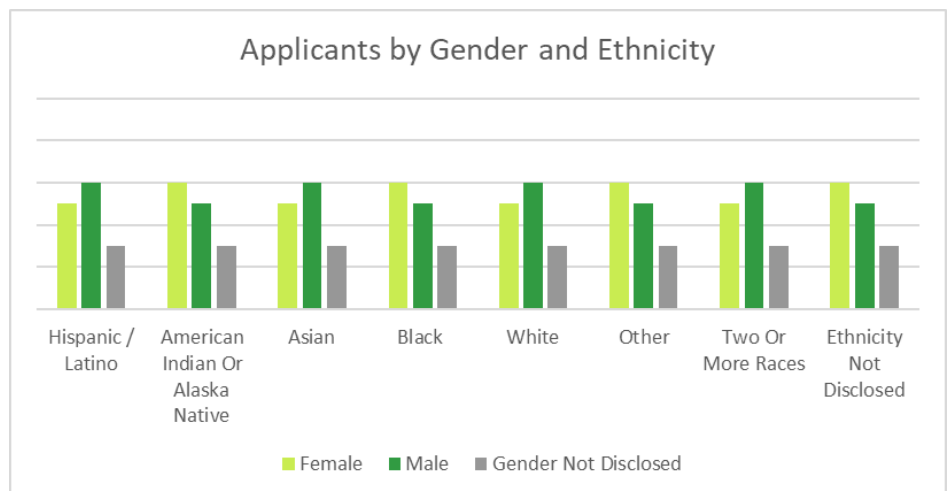
CITY OF SAMPLE
UPDATE: JANUARY 7, 2021

TIMELINE OVERVIEW

UPCOMING TASKS	DUE DATE	NOTES
First Review of Applications	November 15	

PROGRESS OVERVIEW

NOTES
32 applications submitted



OUTREACH OVERVIEW

NOTES
Mass mailing sent to 1,076 recipients
Contacts made via LinkedIn



Final Report

City of Sample, Texas

City Manager

Executive Recruitment

February 28, 2020

Baker Tilly
14285 Midway Road, Suite 340
Addison, TX 75001



THE INFORMATION CONTAINED WITHIN
IS PRIVATE DATA AND IS NOT INTENDED
FOR PUBLIC DISTRIBUTION

Memo

To:

From:

Date:

Subject: Final Report - **CONFIDENTIAL**

On behalf of Baker Tilly, I am pleased to transmit this Finalist Report to the City of Sample, TX. ***Please note that the information contained in this report is confidential and must not be discussed or distributed to the public.***

Initially, we received 25 applications in response to the posting for the City Manager position. We presented nine semi-finalist candidates to the City on April 10. Five candidates were invited to interview, but one candidate withdrew at that time resulting in four final candidates.

Finalist Report. Information presented in the Finalist Report includes:

- The recruitment brochure
- The May 7 interview schedule
- An interview guide
- Interview questions for the Department Head and technical interview panels
- Candidate materials
 - Cover Letter
 - Resume
 - Candidate Questionnaire
 - Professional Narrative
 - Confidential Reference Report
 - Gap Report

A briefing will be conducted following the interviews to obtain feedback from the Department Head and technical interview panels.

Table of Contents

Section I • Introduction

Introduction
Legal Issues
Summary of Protected
Classes Suggested
Questions Interview
Techniques Additional
Questions
Other Considerations

Section II • Brochure

Executive Recruitment for the City Manager

Section III • Interview Schedule

Interview Schedule

Section IV • Candidate Profiles

Candidate Name

Cover Letter
Resume
Candidate Questionnaire
Professional Narratives
Reference Report
Suggested Interview
Questions Candidate
Assessment



Section I • Interview Guide

Introduction

The structured interview can be the best tool for evaluating candidates, particularly in today's litigious society. This section has been prepared to assist interviewers by providing guidance and suggestions for interviewing candidates.

Legal Issues

In preparing for the discussion with the candidate, it is important to remember the interview is a very critical part of the employment process and is covered by anti-discrimination laws.

Summary of Protected Classes

The purpose of state and federal laws regarding discrimination in employment is to ensure hiring decisions are based upon the applicant's ability to perform the job, not on arbitrary factors unrelated to job performance. In general, it is unlawful to base a decision to hire or not hire an applicant on any of the following criteria: race, color, creed, religion, national origin, gender, marital status, familial status, disability, public assistance, age, sexual orientation, or local Human Rights Commission activity.

Questions based upon any of these elements may open an employer to potentially costly claims for discrimination. It is illegal to base a decision on one of these criteria, even if the information is obtained outside of the interview process, or inadvertently during the interview.

The development of specific interview questions not only assures all important aspects of the job are covered during the interview; it helps to ensure that interviewers avoid potentially dangerous subjects.

Illegal Interview Questions to Avoid

Various federal and state laws regulate questions that the employer can ask a candidate. Interview questions must be related to the job the candidate has applied for. The interviewer's focus must be: "What do I need to know to decide whether or not this person can perform the functions of the job?"

Examples of illegal questions are listed on the following page. This is not, by any means, a complete list, but can serve as a guide for types of questions to avoid.

1. National Origin/Citizenship

- Avoid questions about where the applicant or the applicant's parents were born.
- Avoid inquiries about an applicant's name such as asking the derivation of one's last name.

2. Age

- Avoid questions about age/date of birth.
- Do not ask a candidate when he or she graduated from high school/college.
- Avoid asking about dates of military service.

3. Gender

- Avoid asking questions related to an applicant's gender or gender identity.

4. Race/Color

- Avoid questions regarding an applicant's race.
- Avoid questions or comments regarding color of hair, eyes, skin, etc.

5. Marital/Family Status

- Avoid questions about marital status. Do not ask applicants if they are single, married, or divorced.
- Avoid asking whether an applicant's spouse is employed or about the occupation of the applicant's spouse.
- Do not ask if the applicant has any children.

6. Sexual Orientation

- Avoid all questions related to sexual orientation or sexual identity.

7. Salary History

- Avoid inquiries related to the candidate salary history and/or compensation to comply with pay equity legislation.

8. Religion or Creed

- Avoid inquiries into an applicant's religious denomination, religious affiliations or religious holidays observed.
- Applicants may be asked if they are available to work on Saturday or Sundays, if needed.

9. Affiliations

- Avoid asking applicants to list all clubs, societies and lodges to which they belong.
- Avoid any information which would solicit information on the race, color, religion, national origin or ancestry of its members.

10. Disabilities

- Avoid this area entirely. **Pre-job offer medical inquiries are prohibited!** Do not ask if applicants smoke, are under a doctor's care, if they have received disability insurance, about their general health condition, their workers' compensation history, or if they have any disability conditions.

11. Arrest Record

- Avoid inquiries; the background check will review the applicant's criminal history, if it exists.

Suggested Questions

As you prepare for the interview, you may want to develop additional questions based upon your review of the candidate's resume or the background material. Those candidate-specific questions might probe subjects such as:

- Explanation of gaps in time;
- Short tenure in position;
- Explanations of apparent weaknesses in experience or education/training; and
- Clarification on anything that is not clear.

Interviewing Techniques

In general, open-ended questions that require candidates to answer in sentences are preferable to closed-ended questions that can be answered with one word or "yes" or "no" answers. Open ended questions encourage the applicant to:

- Express goals, values, qualifications, or feelings;
- Exhibit his/her ability to communicate;
- Provide additional information regarding experience and background; and
- Probe "choice points".

Examples of open-ended questions include:

- How do you handle...?
- What do you do if...?
- How do you feel about...?
- What have you found to be successful in handling...?
- What are some examples of success in...?

Limited use of directive (closed-ended) questions can be used to gather information that is factual and objective.

As the interview proceeds, it is important to note the candidate's answers in addition to how content of the message is delivered. Body language and tone of voice are particularly important factors to notice. Probe for as many details as possible such as names, dates, and other verifiable information when necessary. It is also a good idea to ask candidates for their thoughts and feelings about a situation.

Additional Questions

Often candidates may be somewhat brief in their responses. If you feel a need for additional information, the use of probing questions such as the following can draw out additional information:

- Why did you say that?
- Can you think of an example of that situation?
- Is there something noteworthy in your experience in this area?

Other Considerations

Other considerations include how the candidate handles the stress of the interview and whether he or she appears to be avoiding some area(s) of inquiry.

Immediately after the interview, it will be helpful to note your overall feeling about the discussion and how you feel about the candidate.

Remember, the best predictor of success in any position is previous success in the same or similar position. Look for information on accomplishments and things the applicant has actually performed.



Section II • Brochure

BROCHURE



Section III • Interview Schedule

City of Sample, Texas

City Manager

Interview Schedule

Date

Day 1 Date

Introduction & Roadmap	Ten (10') minutes before scheduled interviews or day before
------------------------	---

	Room TBD	Room TBD	Room TBD
	8:00 AM - 8:30 AM	8:45 AM - 9:15 AM	9:30 AM - 10:00 PM
Mayor Name	Candidate 1	Candidate 2	Candidate 3
Councilwoman Name*	Candidate 3	Candidate 1	Candidate 2
Councilwoman Name	Candidate 2	Candidate 3	Candidate 1

* Available until 11:00 AM

	Room TBD	Room TBD	Room TBD
	10:15 PM AM - 10:45 PM	11:00 AM - 11:30 AM	11:45 AM - 12:15 PM
Councilmember Name	Candidate 1	Candidate 2	Candidate 3
Councilwoman Name	Candidate 3	Candidate 1	Candidate 2
Councilman Name	Candidate 2	Candidate 3	Candidate 1

LUNCH WITH CHARTER OFFICERS	12:30 PM - 1:15 PM
-----------------------------	--------------------

	Room TBD	Room TBD	Room TBD
	1:30 PM - 2:00 PM	2:15 PM - 2:45 PM	3:00 PM - 3:30 PM
Councilwoman Name	Candidate 1	Candidate 3	Candidate 2



Candidate Name

CANDIDATE COVER LETTER

CANDIDATE RESUME

Candidate Questionnaire

Name		Primary Phone	
Email			

Current and Previous Three (3) Position Titles, Start/End Dates, and Organization:	1. 2. 3.
Currently / Most Recently Reports to (By Title):	
Population Served:	
Employees Supervised & Budget 1.) Number of Direct Reports 2.) Number of Employees in Department 3.) Number of Employees in Organization 4.) Department Budget 5.) Entire Organization Budget	1. 2. 3. 4. 5.
Highest level of education achieved:	
Licenses and Certifications attained:	

Instructions:

The purpose of this questionnaire is to provide us with additional information about you as a candidate and to gather examples of professional work that illustrate your background and experience. This information will be shared with hiring officials and others involved in making decisions about candidates selected to move forward in the selection process.

Please respond to each of the following questions by providing pertinent information. Some questions ask you to provide examples; please be sure to describe your direct level of involvement in the project or initiative. **Please be succinct – limit your responses to 300 words.**

1.	Prepare an introductory statement to the Selection Committee that will succinctly tell the Search Committee about your traits, attributes, qualifications, leadership style and skills that in your opinion are relevant to the NTMWD Executive Director/General Manager position.
Answer:	

CITY OF SAMPLE, TEXAS

EXECUTIVE RECRUITMENT – EXECUTIVE DIRECTOR/ MANAGER

2.	Why are you interested in the Executive Director/General Manager position?
Answer:	
3.	How has your current (or most recent) position prepared you to assume the leadership role and management responsibilities of the North Texas Municipal Water District Executive Director/General Manager position?
Answer:	
4.	Briefly tell us about your most significant accomplishment when it comes to water quality and dependable water, wastewater and solid waste services. What was the situation? What specifically did you do? What was the outcome? Why is this example relevant?
Answer:	
5.	What do you consider is the most significant challenge the next Executive Director/General Manager will face? How are you “best equipped” to address or resolve the challenge you listed?
Answer:	
6.	What is one program, initiative, technology or process you would champion to improve water quality and services in the NTWMD if selected Executive Director/General Manager?
Answer:	
7.	If selected Executive Director/General Manager, what type of relationship would you ideally desire to establish with the Board of Directors?
Answer:	
8.	Summarize your experiences and record of accomplishments leading the development and implementation of a shoreline management plan, and the construction and operation of a water treatment plant. Specifically, tell steps, decisions or us what specific actions you made regarding these types of projects, and what was the outcome.
Answer:	
9.	Briefly describe your communication style. Then, outline a contrast between your communication style and the various styles the next Executive Director/General Manager will need to possess to be successful.
Answer:	
10.	What type of people do you find it difficult to deal with as a leader?
Answer:	
11.	How would you handle a situation where you disagreed with a Board member on an issue that is in direct conflict with your personal beliefs?
Answer:	
12.	Tell us about the most challenging ethical dilemma you have encountered. What was the situation? What actions, steps or decisions you took? What was the outcome? What did this example reveal about your leadership style?

CITY OF SAMPLE, TEXAS

EXECUTIVE RECRUITMENT – EXECUTIVE DIRECTOR/ MANAGER

Answer:

- | | |
|-----|--|
| 13. | The anticipated salary range for this position is \$350,000 – \$400,000 (depending on experience) with an outstanding benefit package. Do you have any concerns about agreeing to a salary with the NTMWD in the posted range if selected? If necessary, please explain. |
|-----|--|

Answer:

CONFIDENTIAL REFERENCE REPORT

Reference Relationship: 1.	
Questions	Answers
1. What is your professional relationship to the candidate and how long have you worked with them?	1.
2. What do you consider to be their greatest strengths as a professional?	1.
3. Are there significant areas in their professional work performance where improvements are needed?	1.
4. Describe their approach to problem-solving and decision making.	1.
5. How would you describe their management and leadership qualities?	1.
6. How would you assess their communication skills for oral presentations and written material?	1.
7. What is/was the most significant contribution that they have made to your organization?	1.
8. Do you have an opinion about why they are considering a move at this time?	1.



9. Are you aware of anything in their background that would be a problem for a prospective employer, if it became public knowledge?	1.
10. Do you have any additional comments about the candidate that you have not already provided?	1.

Professional Narratives Request

NAME:

PROFESSIONAL ACHIEVEMENT

Please prepare a narrative of your most significant professional achievement from either your current or a previous organization. Please limit your narrative to no more than one page.

CRITICAL PROBLEM

Please prepare a narrative of a critical problem that you have encountered in your professional work, your analysis of the situation, the solution, and the outcome. Please limit your narrative to no more than one page.

SUGGESTED INTERVIEW QUESTIONS

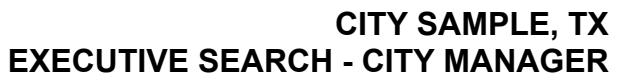
1. Tell us about your education, experience and any special accomplishments, or professional certification or training that makes you the ideal candidate for this position.
2. Why are you interested in becoming the City of SAMPLE City Manager?
3. What is your view, and record when it comes to employee development?
4. What do you consider will be the single most significant challenge and opportunity, you will face, if selected City Manager?
5. If selected City Manager, what methods, approaches or strategies you will implement to understand, evaluate and continuously improving infrastructure development and service delivery in the City?
6. If selected, how would you go about identifying, understanding and implementing the City of SAMPLE top needs, initiatives and priorities?
7. How do you ensure a positive and professional relationship with your city council or other elected officials? If applicable, give us a brief example.
8. Tell us about your experience allocating resources and ensuring efficiency in groundwater and wastewater operations?
9. Where would becoming the SAMPLE City Manager fit into your overall career goals?
10. Tell us about a decision you made as a city manager that did not turn out as you expected. What was the situation? What actions did you take? What was the final outcome?
11. As the City Manager, you must work with all members of the City Council. How would you handle a situation where it became evident that there is a significant disagreement on an issue between council members, and you are in the middle?
12. How would you identify, evaluate and resolve a citizen's complaint, service requests or concern?

13. What do you consider the three most important skills, traits or qualifications an effective city manager must bring to an organization on day one?
14. If selected City Manager for SAMPLE, what would be your top three (3) priorities?
15. What can the residents, City Council, community, and employees of the City of SAMPLE expect of you during your first 100 days as city manager; if selected?
16. Tell us about your overall knowledge and experience evaluating, maintaining and leading citywide infrastructure initiatives, programs or services?
17. How do you go about learning a new community and ensuring that all members of the community have a clear understanding of your leadership approach and accessibility?
18. Tell us about your experience establishing, building and managing strategic plans, to include mission, vision, goals, and objectives?
19. In your opinion, how important is marketing a community for economic development purposes and what has been your experience and record of success marketing and branding a community you lead?
20. What steps do you take to ensure the timely preparation of an annual budget and Comprehensive Annual Financial Report (CAFR) for the city you manage?
21. Is there anything, which you have not discussed or of which we are not aware, regarding your qualifications, experience or overall eligibility to serve as a city manager that you would like to share or discuss with us?
22. In your opinion, as a city management professional, what is the most critical issue, or challenge the next SAMPLE City Manager may face? Then tell us, how you are uniquely qualified to address or resolve the issue you describe?
23. What is one you think every city council should ask a potential new city manager that we did not ask you today, but that you were prepared to answer?
24. If selected, how would you go about establishing a strong, yet approachable and confident presence in the SAMPLE Community?
25. Do you have any questions for us?

CANDIDATE REVIEW SHEET

Finalist Name	Interviewers Initials			
	Acceptable 1	Good 2	Excellent 3	Superior 4
1. Evidence of exceptional servant leadership, self-confidence, based on education, experience and knowledge of best practices in municipal government;				
2. Demonstrated ability to effectively and efficiently communicate;				
3. Demonstrated ability to effectively, handle the day-to-day operations of the city, including understanding the challenges faced by a coastal community;				
4. Demonstrated economic development acumen and a keen understanding for the relationship that exists between business and community;				
5. Demonstrated understanding of municipal budgeting and finance; budget preparation and presentation, and achieving established goals and objectives;				
6. Outstanding interpersonal skills; confidence, and skilled consensus builder;				
7. Appreciation for all members of the community, which includes but is not limited to city council, business owners, developers, civic and business leaders;				
8. Demonstrated respect for community and organizational traditions, while passionate about moving the organization forward in a positive and progressive manner;				
9. Evidence of excellence in leadership, transparency, approachability, and willingness to lead by examples.				
10. My overall assessment of this finalist is...				

Please Use Reverse Side for Comments.

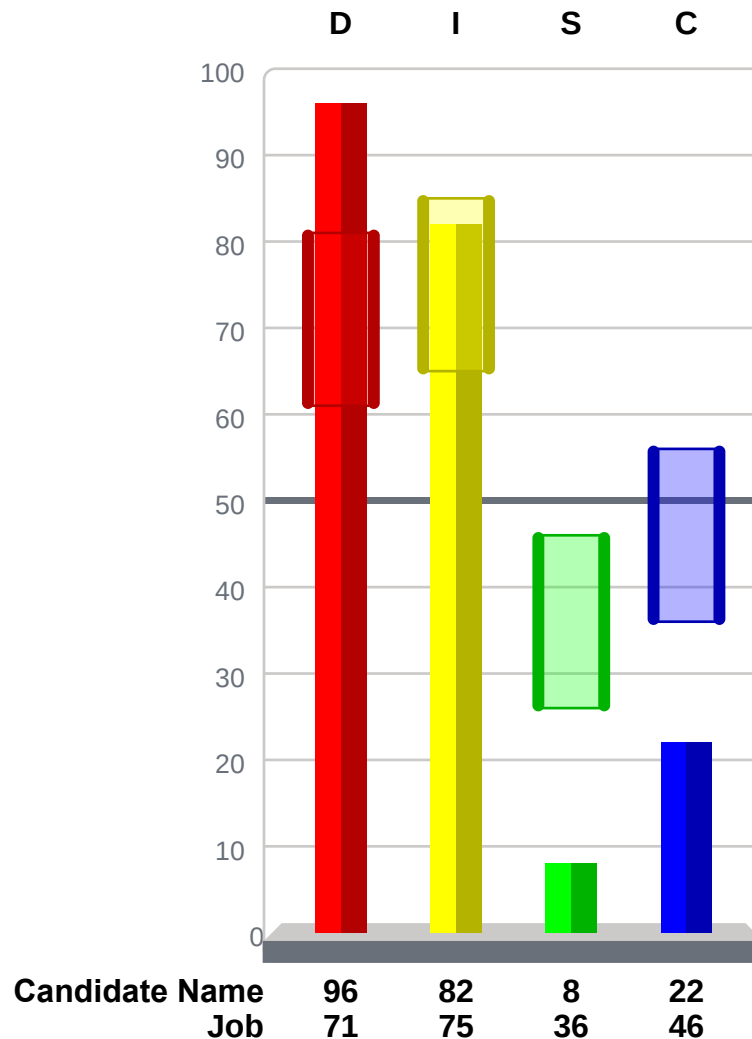
[illegible]

First Name	Last Name	Source?	Education	Experience	REDACTED	Specialty?	Self Reported Proficiency?	Knowledge of ***** of *****, and ***** Procedure?	Knowledge of the ***** City Charter, City Code, and City *****?
Susan	REDACTED	Redacted Information Association website	JD, Ph. D, Ed. D, or similar	10 - 14 years	I have a current license and in good standing	detail	Expert	Advanced	Basic
Bill	REDACTED	Redacted friend who *Redacted.	JD, Ph. D, Ed. D, or similar	10 - 14 years	I have a current license and in good standing	detail	Expert	Expert	Basic
James	REDACTED	I currently work for redacted and received REDACTED letter notifying the REDACTED	JD, Ph. D, Ed. D, or similar	10 - 14 years	I have a current license and in good standing	detail	Expert	Expert	Advanced
Daniel	REDACTED	REDACTED Association listserve	JD, Ph. D, Ed. D, or similar	15 or more years	I have a current license and in good standing	detail	Expert	Expert	Advanced
Rolly	REDACTED	REDACTED Jobs Board	JD, Ph. D, Ed. D, or similar	15 or more years	I have a current license and in good standing	detail	Advanced	Basic	Basic
Richard	REDACTED	I received an email.	JD, Ph. D, Ed. D, or similar	15 or more years	I have a current license and in good standing	detail	Advanced	Advanced	Basic
Michelle	REDACTED	REDACTED List Serve	JD, Ph. D, Ed. D, or similar	15 or more years	I have a current license and in good standing	detail	Expert	Expert	Advanced
Charles	REDACTED	Referred by REDACTED employees, received posting by email, articles in local newspaper.	JD, Ph. D, Ed. D, or similar	15 or more years	I have a current license and in good standing	detail	Expert	Expert	Advanced



Workplace Behaviors® Candidate Name

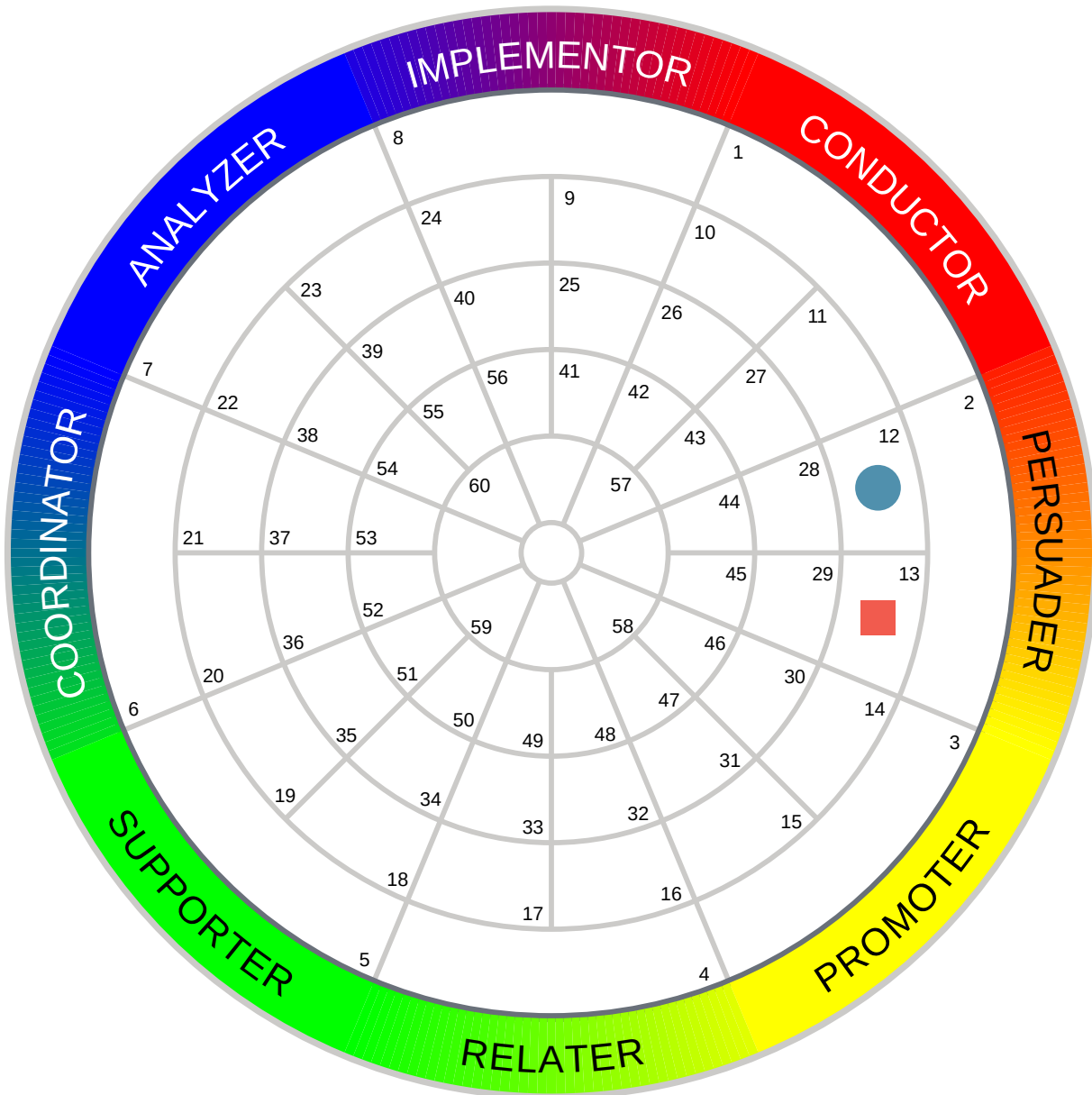
The following graph is designed as a visual comparison between the position and the applicant for each behavioral factor. The highlighted area denotes the position-related score for each behavioral factor. The applicant's score is denoted by the darker red, yellow, green and blue line. The closer the applicant's score aligns to the position's score, the better the applicant will perform in the position with respect to behavior.



 Job Range (20 point range)



The Success Insights® Wheel



- Job - (13) PROMOTING PERSUADER
- Candidate - (12) CONDUCTING PERSUADER



Comparison Analysis For Consulting and Coaching

Job Competencies Hierarchy	Zone Range			Person
1. Customer Focus	91	—	100	50 
2. Teamwork	74	—	100	67 
3. Interpersonal Skills	72	—	92	73 
4. Influencing Others	86	—	100	68 
5. Flexibility	83	—	100	78 
6. Creativity and Innovation	66	—	84	62 
7. Leadership	75	—	93	85 

Primary Driving Forces Cluster	Zone Range			Person
1. Collaborative	35	—	57	6 
2. Selfless	40	—	62	61 
3. Harmonious	35	—	57	0 
4. Receptive	22	—	45	29 

Job Behavioral Hierarchy	Zone Range			Person
1. Competitive	73	—	100	90 
2. Interaction	60	—	84	90 
3. Versatile	54	—	74	100 
4. Frequent Change	52	—	72	92 

 Exact match
  Fair compatibility
  Good compatibility
  Poor compatibility
  Over-focused

City of Milan Executive Recruitment



July 30, 2021

Submitted by Management Partners
1730 Madison Road
Cincinnati, Ohio 45206

jnewfarmer@managementpartners.com





July 30, 2021

Mr. Don Tillery
Chief of Police and Interim City Administrator
City of Milan
147 Wabash Street
Milan, MI 48160

Dear Chief Tillery:

Management Partners is pleased to provide this proposal to assist the City of Milan with its search for a new City Administrator. With the priority to preserve the City's history and restore the vitality of Milan's Main Street, it is important to hire the person best positioned to lead the organization forward. Management Partners' recruitment specialists seek first to understand your organization and specific needs, then draw on our extensive networks of local-government professionals to find the best candidates, and finally to help City leaders decide on the right person for the role. Our recruitment practice is built on understanding the importance of "best fit" for the organizational culture and the leadership qualities that meet the current and anticipated needs of the organization.

Several other qualities distinguish Management Partners' executive search services. Our recruiters have decades of experience working in local government, so they understand the demands of the position, the goals of governing bodies, and the context in which the search is taking place. Our pool of associates reflects the diversity of our client base, and we use our national networks to identify qualified candidates and vet them through the lens of the City's unique traits. We work with you to establish a schedule that will meet your requirements, and we are able to support the City and the preferred candidate even after the selection process to ensure a smooth transition.

As an added service, we will work with Council to evaluate the new Administrator's work six months after the start date to determine what is working well and where opportunities for improvement exist. Our team looks forward to discussing our approach and qualifications with you in more detail. Please let me know if there is any other information we may provide.

Sincerely,

A handwritten signature in black ink, appearing to read "Jerry Newfarmer".

Jerry Newfarmer
President and CEO

TABLE OF CONTENTS

WHO WE ARE	1
OUR PHILOSOPHY ABOUT EXECUTIVE HIRING SUPPORT.....	2
EXPERIENCE AND REFERENCES	3
Our Experience Conducting Executive Recruitment	3
References	3
Sample Documents	5
OUR TEAM.....	6
OUR APPROACH TO EXECUTIVE RECRUITMENT	8
PROPOSED SCHEDULE AND COST.....	11
ATTACHMENT A – RESUMES.....	12
ATTACHMENT B – REQUIRED FORMS.....	15

WHO WE ARE

Management Partners helps local governments strengthen their organizations through talent recruitment and team development.

Founded: 1994

Offices: 1730 Madison Road, Cincinnati, Ohio, 45206. Additional offices in San Jose and Costa Mesa, California

Associates: 100+, including national network of 22 former city/county managers, including two assigned to this project

Clients to date: 1,000+ local governments in 44 states

Projects completed: More than 1,700

Services offered:

- Executive Recruitment
- Organization Assessments
- Organization Development
- Performance Management
- Process Improvement
- Strategic and Business Planning
- Service Sharing and Service Consolidation
- Management Services
- Financial Planning, Budgeting and Analysis

OUR PHILOSOPHY ABOUT EXECUTIVE HIRING SUPPORT

This proposal offers a proven process that consistently identifies excellent individuals for key positions in local governments, special districts and other public agencies across the nation. Our work is characterized by the following four qualities:



Well-planned and Executed Hiring Support. Management Partners provides advice and support throughout the hiring process. Candidates are treated with respect and we help complete the hiring process in a way designed to launch the appointee's new relationship with the organization positively and productively.



Quality Client Support and Communications. Management Partners provides complete information and regular communication through every step in the process. After we assist you in narrowing the field of candidates, we will develop an interview book to support your interview process that includes sample questions and important information we have learned about each candidate.



Extensive Depth and Reach. Management Partners seeks the best candidates by using our networks to identify superb professionals and encouraging them to consider applying. We carefully choose online sources and tools to encourage all qualified persons to apply.



High Ethical Standards. We conduct each search with integrity, respecting the confidentiality of the City's decision-making process and the confidentiality of the candidate's interest in the position.

EXPERIENCE AND REFERENCES

Our Experience Conducting Executive Recruitment

Management Partners provides quality executive recruitment for higher level local government professionals, including City Administrators. While our range of services covers everything that local governments need to understand and manage the organization. We are currently assisting nine jurisdictions with their executive recruitments and have conducted 35 recruitments in the past three years. The list below provides a sampling of recent executive recruitment engagements. Jurisdictions in bold indicate city manager or deputy city manager searches. Numbers in parenthesis () indicate multiple recruitments.

- Albuquerque, New Mexico
- Bedford County, Virginia
- Belmont, California
- Boynton Beach, Florida
- Brookville, Ohio
- **Clayton, Ohio**
- Dayton, Ohio
- Emeryville, California
- **Forest Park, Ohio**
- Gilroy, California
- **Independence, Missouri (2)**
- Los Altos Hills, California
- **Middletown, Ohio**
- **Minerva, Ohio**
- Montgomery, Ohio
- New Concord, Ohio
- **Santa Fe, New Mexico**
- **Springdale, Ohio (5)**
- Westerville, Ohio

In addition to the experience and references presented in this proposal, our website, managementpartners.com, has information about our past clients, which includes hundreds of jurisdictions in 44 states. You are welcome to contact any of them about our performance. We believe our track record completing similar recruitments makes Management Partners well qualified to successfully complete this executive search for Milan.

References

We have provided six detailed references for Management Partners Executive Recruitment engagements. We are happy to provide contact information for any former client.

Village of Minerva, Ohio ⇒ Village Administrator Executive Recruitment

Management Partners assisted the Mayor and Council of the Village of Minerva, Ohio, with an executive recruitment to replace their 30-plus year Village Administrator. By design, the recruitment included extensive personal outreach to current and former Ohio managers and listing of the position announcement on state, regional and national websites. We screened all applicants, interviewed the most highly qualified applicants and narrowed the list to four finalists and two alternates. Background and personal reference checks were performed after the Mayor and Council interviewed the initial four

candidates. The preferred candidate was invited for a second interview. We assisted with contract negotiations for the preferred candidate and facilitated the process to a successful contract award. The new administrator began his duties in September 2019.

Contact: The Honorable Tim Tarbet, Mayor
209 North Market Street, Minerva, OH 44657
(330) 868-7705
ttarbet@ci.minerva.oh.us

City of Santa Fe, New Mexico ⇒ City Manager Executive Recruitment

Management Partners assisted the Mayor of the City of Santa Fe with outreach and candidate screening to fill the position of city manager. The recruitment process included stakeholder interviews to identify necessary attributes for success, a review of resumes and applications submitted to the City prior to Management Partners' involvement, direct personal outreach, and extensive posting of the position on nationally recognized websites and platforms. We conducted the initial screening of all applicants, conducted pre-interviews with the most highly qualified applicants, performed background and personal reference checks, provided a short-list of candidates and advised the Mayor and Human Resources Director on the interview and selection process.

Contact: Ms. Bernadette Salazar, Director of Human Resources
200 Lincoln Avenue, Santa Fe, NM 87504
(505) 470-3813
bsalazar@santafenm.gov

City of Clayton, Ohio ⇒ City Manager Executive Search 2019

Management Partners assisted the Mayor and City Council of Clayton, Ohio with an executive search to fill their city manager position due to the retirement of the current manager. The recruitment included extensive personal outreach to current managers and assistants and the listing of the position announcement on ICMA and various state association websites. We screened all applicants, conducted preliminary interviews with the most highly qualified candidates and presented ten resumes for Council review. Five finalists were selected for interviews with Council and two candidates were invited for second interviews. We then performed background checks and personal reference checks for the two finalists, and the Council selected their preferred candidate. We assisted with preliminary contract negotiations. The successful candidate began her duties in March 2020.

Contact: The Honorable Mike Stevens, Mayor
6996 Taywood Road, Englewood, OH 45322
(937) 836-3500
mstevens@clayton.oh.us

City of Middletown, Ohio ⇒ Executive Search Services 2020

Management Partners assisted the Mayor and City Council of Middletown with an executive search to fill their city manager position. The recruitment process included extensive personal outreach to current managers and assistants and the listing of the position announcement on ICMA, State, and Regional Association websites. We originally screened 24 applicants, preliminarily interviewed the most highly qualified candidates, and presented 8 finalists and 3 alternate resumes for Council review. The eight finalists were interviewed via Zoom by a group of community leaders and were also interviewed via Zoom by key management staff. Council interviewed all eight candidates via Zoom and selected four individuals for follow-up interviews. Council narrowed their choice to two finalists and Management Partners completed professional references and background checks for both individuals. The preferred

candidate was invited to Middletown for a personal interview session with City Council and a guided community tour. Management Partners assisted with contract negotiations for the selected candidate and the Middletown City Council approved the appointment of a new manager on May 19, 2020, who began his duties on July 13, 2020.

Contact: The Honorable Nicole Condrey, Mayor
One Donham Plaza, Middletown, OH 45042
(513) 425-7766
nicolec@cityofmiddletown.org

City of Forest Park, Ohio ⇒ City Manager Executive Recruitment

Management Partners assisted the Mayor and Council of the City of Forest Park with an executive recruitment to replace their retiring city manager. The recruitment included direct personal outreach and listing the position on nationally recognized websites. We conducted the original screening of applicants, pre-interviewed the most highly qualified applicants, performed background and personal reference checks, provided a short-list of candidates and facilitated the interview process with the Mayor and Council.

Contact: Mr. Andrew Levandusky, Director of Human Resources
1201 West Kemper Road, Forest Park, OH 45240
(513) 595-5204
ALevandusky@forestpark.org

Bedford County, Virginia ⇒ 911 Director Recruitment

Management Partners assisted the Bedford County Administrator and Human Resources Manager with the executive recruitment for a new 911 director to replace the retiring manager. Management Partners reached out to potential regional candidates and professional associations serving public dispatch/communications agencies. We conducted interviews with key County staff, safety service providers and the retiring 911 manager. We recommended updates to the current job description and salary range. We directed the development of a professionally designed position announcement and distributed it regionally and nationally. We screened resumes, interviewed all worthy candidates and presented a recommended list of finalists. County leaders elected to conduct the final interviews, professional reference checks, and background screening to save costs. County leaders subsequently selected one of our top ranked candidates. The new 911 director began his duties in October 2020.

Contact: Mr. Robert Hiss, Bedford County Administrator
122 East Main Street, Bedford, VA 24523
(540) 586-7601
rhiss@bedfordcountyva.gov

Sample Documents

We have included two samples that our recruiters used during our Middletown recruitment: a position profile and a redacted interview book. The interview book includes applicant information, results from the reference checks and background checks, and sample questions to ask the candidates.

OUR TEAM

Our team of associates assigned to this project possess relevant skills and knowledge, including many years of recruiting experience, public service, and consulting expertise.

Mike Casey will serve as lead recruiter. He will be supported by Greg Horn and Suzanne Martin. The qualifications of each team member are briefly summarized below. We have included complete resumes for each person in Attachment A of this response.

Providing Service in Michigan

Our team has worked in the State of Michigan and we are familiar with the culture, political environment, and laws affecting executive recruitments.

Mike Casey, Partner

- **More than 35 years of experience** in local government management.
- Has served as a **city or county manager** in Oregon, Colorado and Virginia, and has held other management positions in Missouri, North Carolina and Iowa.
- Over the span of his career, he has assisted **more than 200 local governments recruit their next city manager, county manager or senior staff member** and assisted public and private organizations in developing strategic business plans, **creating and managing operating and capital budgets**, improving project management capacity, analyzing organizational performance and **evaluating service consolidation options**.
- Served as a regional vice president for the International City/County Management Association.
- Served as **lead recruiter** for **Ann Arbor, Bay City, East Lansing, Lansing, Saint Joseph, and Traverse City, Michigan**; Barron County, Wisconsin; Blue Springs, Branson and Independence, Missouri; Brentwood, Tennessee; Brooklyn Park, Minnesota; The Columbia Corporation, Maryland; Jacksonville, North Carolina; Miami Beach, Florida; Northglenn, Colorado; Olathe, Kansas; and The Woodlands Corporation, Texas



Greg Horn, Special Advisor

- Joined Management Partners in 2017 after nearly **four decades in local government**, all of them spent as a chief executive officer.
- Served most recently as city manager in Centerville, Ohio, a position he held for 25 years.
- **Recruiter** for the cities of Montgomery, Middletown, Springdale, Worthington, Westerville, Clayton, Minerva and Forest Park, Ohio; and for Bedford County, Virginia.
- Past president of the Ohio City/County Management Association and the Dayton Area Managers Association.



Suzanne Martin, Management Advisor

- Brings expertise in conducting **qualitative and quantitative research**.
- Performs **benchmarking analyses, organizational assessments and analytical research** for a wide variety of projects, including user fee assessments, service consolidation studies, and budget stabilization projects.
- Received her master's degree in public administration from San Francisco State University in December 2009.
- Spent two years as a graduate student intern at the California Public Utilities Commission, where she conducted **business services-related program evaluation and policy analysis**.
- Member of Pi Alpha Alpha.
- Suzanne has supported the following recruitments: Bedford County, Virginia; Clayton, Middletown and Springdale, Ohio; Santa Fe, New Mexico; and Hayward Area Recreation District, Los Angeles, Oakland, and Transbay Joint Powers Authority, California.



OUR APPROACH TO EXECUTIVE RECRUITMENT

Our approach to each executive search is individually planned and executed to make certain the City's needs are met and the Council has an excellent pool of candidates from which to choose. We work with you to articulate the core values of the organization and the key issues to be addressed when recruiting a new person.

Extensive Depth and Reach. Our work assisting local governments across the U.S. gives us a national presence through the clients we serve and the skills and contacts of our staff. This perspective is a particular strength as we work to bring highly qualified candidates to your organization. We believe that thoughtful, intentional outreach, tailored to each search, is the key to success in executive recruitment.

Well-planned and Executed Hiring Support. Management Partners provides advice and support throughout the hiring process. Candidates are treated with respect, and we help complete the hiring process in a way designed to launch the appointee's new relationship with the organization positively and productively.

Guaranteed Work. If the person you hire does not work out within a year, we will reopen the search and assist you in replacing the person for no additional professional fee. Should this unlikely situation occur, we would expect to only be reimbursed for out-of-pocket expenses for advertising and related costs.

Based on our experience and our understanding of the needs of the City of Milan as outlined in the RFP, we have prepared the following detailed plan of work. We expect that we will refine the following framework to address your specific circumstances and preferences.

Activity 1 – Develop Search Strategy



Management Partners begins each search by asking the question, “How would you know in a year or five years from now that you had hired the right person?” We need to understand both the explicit and implicit standards of the organization.

To answer this important question, we will meet individually with the Mayor and City Council members and other stakeholders recommended by the City to understand the duties and responsibilities of the position, minimum qualifications, evaluation criteria and other important qualities and characteristics essential to success in the position. We will meet with key City staff leaders and facilitate a meeting with the Mayor and City Council to ensure we understand their thoughts about the personal and professional characteristics of the next City Administrator.

We want to understand the culture and the strategic goals that the organization has for the new City Administrator. Our team is led by two recruitment specialists who are knowledgeable about the operating environment, offering a unique combination of skills and perspective.

Next, we will conduct a market analysis to understand the compensation range for similar positions in the region and begin to formulate compensation recommendations for the position. At the conclusion of these interviews, meetings, and discussion about salary and benefits, we will prepare a comprehensive and visually appealing position brochure for your review, modification, and agreement prior to beginning the search. This brochure will identify your organization's needs, the strategic challenges of the position as well as the personal and professional characteristics of the ideal candidate. This document drives the recruitment and enables us to focus our efforts on candidates who will be most able to do the job.

Management Partners will then identify how we will contact individuals who could best meet the requirements established in the position profile. We start with the premise that we want to attract the best people in the field, regardless of whether they are looking for a new job.

The strategy will identify target networks and organizations as well as communication methods for reaching outstanding candidates and those who could recommend professionals we should contact for the position. We use a wide variety of sources including professional association networks, websites and industry publications, resources from past consulting assignments, and targeted networking, including through LinkedIn. As with all our recruitments, the strategy includes specific organizations and networks for reaching women and minority candidates who would be outstanding individuals for the position.

Council workload for this activity will be approximately one hour per Council member for individual interviews and one to two hours for a Council meeting.

Staff time will be needed to assist in scheduling the interviews, meetings and identifying locations for interviews and meetings.

Activity 2 – Conduct a Comprehensive Recruitment Campaign

We will canvass our networks to identify candidates who will be most able to do the job and distribute the profile to qualified professionals and those who could refer qualified individuals to us. We will also place targeted advertisements and electronic postings in appropriate media. We will make direct personal contact with those we believe would be a best fit for your position. We will use the written profile and other materials that describe the opportunity to help us persuade those most qualified to consider the position.



Management Partners will screen the resumes of all candidates, looking for the experience and skill sets that most closely meet the requirements of the position.

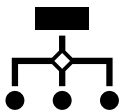
We will conduct preliminary interviews through video or telephone with the most qualified candidates. Through these interviews we learn the individual's reason for being interested in your position, whether they have encountered challenges similar to those in your organization, and what the candidate believes they would bring to your position. We also obtain compensation history and reference information. Internal candidates (current employees) will be screened using the same standards by which external candidates are evaluated.

We use a competitive assessment process that consists of evaluating each candidate against the field in terms of their ability to meet the challenges of the position. We place each individual in one of three groups: A) those we believe to be best qualified to be successful in the position, B) those we believe could be successful in the position but are not as strong as those in the first group, and C) the balance of the field.

As your representative for the recruitment process, we take steps to ensure that your reputation is preserved by ensuring courtesy and confidentiality in our communications throughout. For the top candidates, we then talk with professional references with whom they have worked (including those they have supervised and those who have supervised them).

Other than regular communication during the recruitment process, the Council and staff will not have additional workload for this activity.

Activity 3 – Facilitate the Selection Process



We will work with the City Council via the interim city administrator to discuss the candidates recommended for further consideration. During the meeting we will review the resumes, discuss the results of our preliminary interviews, and determine which individuals you are interested in inviting for interviews.

We will prepare an interview book that contains information about each of the persons to be interviewed, including their answers to questions posed that are specific to Milan, resumes, and summary information for each. We will be prepared to support the interview process to the extent you desire, including sample questions for the City Council to ask candidates. This phase will include meeting with staff and the public. We will help structure an out-of-town candidate's visit to enable him/her to gain more comfort with the attractions and challenges in your community and to give you a second and deeper chance to examine the candidate.

We will also conduct education, certification, credit and criminal background checks (each going back five to seven years) to confirm the strength of their credentials for the position. We do this using a contractor with the technical ability and legal authority to conduct these investigations.

We will assist with negotiating an employment agreement, if desired.

Council members will spend time reviewing the short list of candidates and conducting interviews.

City staff will assist with logistics of determining Council availability for interviews and reserving the candidate interview location.

Activity 4 – Conduct Six-Month Performance Evaluation

The RFP asked that we assist in establishing performance expectations. As an added benefit and at no additional cost to the City, approximately six months after the new City Administrator's start date, we will facilitate a performance evaluation for the Administrator. We will begin by interviewing Council members to develop an understanding of what is going well and where opportunities for improvement exist. We will also provide a self-assessment tool for the City Administrator to complete that includes reflections on goal achievement, goals for the coming year, challenges and opportunities facing the organization, the partnership between the City Council and the Administrator, what the Administrator needs from the Council to be successful, and other elements.

After we have gathered and analyzed the input, we will prepare a confidential performance evaluation report and review it with the City Administrator and Council. We will prepare a summary after the Council session.

PROPOSED SCHEDULE AND COST

Management Partners will charge a flat fee for providing these services that includes our team's normal direct expenses. The fee for this recruitment is \$17,900 including all expenses, except for advertising and background checks, which will be billed at cost separately to the City. This will be billable in three installments, the first at the beginning of the recruitment project, the second when the pool of candidates is delivered, and the final installment when the successful candidate is appointed.

We are prepared, have the availability, and are qualified to conduct this recruitment for the City. We can begin the recruitment within two weeks of receiving the signed contract.

Proposed Schedule

Activity	Cost	Schedule
1 – Develop Search Strategy	\$6,706	Weeks 1-3
2 – Conduct a Comprehensive Recruitment Campaign	\$4,937	Weeks 3-8
3 – Facilitate the Selection Process	\$6,257	Weeks 8-17
4 – Conduct Six-Month Performance Evaluation	No Cost	
TOTAL	\$17,900	

Management Partners has the experience, the professional talent, and the commitment to quality necessary to successfully help the City of Milan find its next City Administrator. We welcome the opportunity to provide additional information that may be helpful, and we look forward to the chance to discuss the ideas contained in this proposal.

ATTACHMENT A – RESUMES

J. MICHAEL CASEY

Mike Casey joined Management Partners in 2006 as a partner. He has more than 35 years of management experience in local government and the private sector and is a recognized regional and national leader in industry professional organizations.

Relevant Experience

Mike has been the **lead recruiter** in the following communities: Northglenn, Colorado; Miami Beach, Florida; Olathe, Kansas; The Columbia Corporation, Maryland; Brooklyn Park, Minnesota; Blue Springs, Branson, and Independence, Missouri; Jacksonville, North Carolina; Brentwood, Tennessee; The Woodlands Corporation, Texas; Barron County, Wisconsin.

As a consultant, Mike has also assisted public and private sector organizations, including the cities of Boston; New Orleans; San Diego, Louisville, Kentucky; and Fulton County, Georgia.

Mike served as city or county manager in Grants Pass and Gresham, Oregon; Mesa County, Colorado; and Middleburg, Virginia. He also worked in local government management positions in Independence, Missouri; Winston-Salem, North Carolina; and Des Moines, Iowa.

Expertise

Mike is passionate about helping organizations and communities articulate and achieve their goals. He has practical experience in the difficult process of building communities and managing for short-term, as well as long-term, results.

Education

Mike graduated from Coe College with a double major in history and political science and he earned a master's degree in public administration from Pennsylvania State University, where he was the Cappazola Fellow. He also holds a Certificate in Local Government Management from Harvard University.

Other

He has served as president of the Oregon City Management Association, as regional vice president for the International City/County Management Association, and as fellow of the American Leadership Forum.

GREGORY B. HORN

Greg Horn, Special Advisor, has 40 years of local government management experience, serving as city manager in four communities within Ohio and Missouri. He joined Management Partners in 2017, after retiring as city manager of Centerville, a position he held for 25 years.

Relevant Projects

Since joining Management Partners, Greg **led or assisted with city manager recruitments** for the cities of Forest Park, Minerva, Montgomery, Clayton, Middletown and Springdale, Ohio. He has also led or assisted several Fire, EMS and Police Chief recruitments including the recent Police Chief recruitments in Westerville and Worthington, Ohio and the Director of 911 Dispatch in Bedford County, Virginia. He recently assisted with the Management Partners' review of the Newport News, Virginia Fire Department.

Experience

Greg has extensive experience in economic development, utility management, and infrastructure project oversight. He has managed construction efforts for utility plant expansions, water towers, police facilities, government centers, industrial parks, park and recreation developments, including a \$300 million municipal golf/residential development.

Expertise

Skilled at executive recruitment, organizational review, merger studies, annexation analysis, shared services studies, municipal golf course/operational reviews, retreat facilitation, and economic development analyses.

Education

Greg holds a Bachelor's degree from Bowling Green State University as well as a Master of Science degree in public administration from the University of Missouri where he was awarded a research assistantship. He received additional training in emergency preparedness, attending FEMA's National Training Program in Emmitsburg, Maryland and represented Southwest Ohio on an economic development mission to Japan and South Korea.

Other

Greg served as the past president/chair of the Ohio City/County Management Association, the Dayton Area Managers Association, the Miami Valley Communications Council, the Tri-Cities North Regional Wastewater Authority, and the Montgomery County Regional Communication Council of Government. He served on numerous technical advisory committees throughout his career ranging from regional economic development and utility systems to airport master plans and statewide solid waste committees.

Greg was recognized by the Ohio City/County Management Association when he received their Career Development and Local Government Cooperation Awards and has been awarded Life Member Status by the International City/County Management Association. He has been a member of Rotary International for over 30 years in Centerville, Ohio where he is past president.

SUZANNE H. MARTIN

Suzanne Martin, Management Advisor, joined Management Partners in May 2010. Since that time Suzanne has performed benchmarking analyses, organizational assessments and analytical research for a wide variety of projects.

Relevant Experience

Suzanne contributed to service consolidation studies for the cities of Las Vegas and North Las Vegas; and the cities of Burbank, Glendale, and Pasadena. She also provided benchmarking and cost-driver analyses for budget stabilization projects that Management Partners conducted for the cities of Fremont and Santa Ana. Some of Suzanne's other recent projects include user fee assessments for the City of Brentwood and County of Orange, and a countywide fire service review for the Local Area Formation Council of Santa Clara County.

Suzanne came to Management Partners following a two-year internship at the California Public Utilities Commission. She performed program evaluation for many of the business services-related programs in place at the CPUC, including the Transit Pass, Reprographics, Environmental Sustainability, and Temporary Staffing programs.

Prior to embarking on her career in public service, Suzanne worked at a private nuclear security services firm headquartered near Chicago, Illinois. Suzanne was responsible for such duties as training nuclear security personnel on the operations of security systems, factory-acceptance testing security systems, documentation control, and technical writing.

Education

Suzanne received her bachelor's degree in psychology from the University of Wisconsin-Madison. She earned her MPA from San Francisco State University, and is a member of Pi Alpha Alpha, the national honors society for public affairs and administration.

ATTACHMENT B – REQUIRED FORMS

21. TERMINATION BY CITY

The City may, at any time, upon ten (10) days written notice to Bidder, terminate this contract for the City's convenience and without cause. The Bidder shall be entitled to receive payment for work executed, and costs incurred by reason of such termination, along with reasonable overhead and profit, but shall not be entitled to any compensation for work not executed.

22. JURISDICTION

This contract shall be subject to the laws of the State of Michigan.

Bidder hereby agrees to all of the terms and conditions set forth in the Instructions to Bidders, the Terms and Conditions, the Specifications, the Invitation to Bid, and addendums thereto, if any.

Duly signed and authorized by the Bidder on this 29th day of July, 2021.

SIGNED: 

Title: Jerry Newfarmer, President and CEO

Bidder: Management Partners

Address: 1730 Madison Road

Cincinnati, OH 45206

Email: jnewfarmer@managementpartners.com

Phone: 513-861-5400

This contract is hereby duly awarded to the Bidder on this _____ day of _____, 20__.

CITY OF MILAN

By: _____
Dominic Hamden, Mayor

By: _____
Lavonna Wenzel, City Clerk

BIDDER DISCLOSURE STATEMENT
City Administrator Executive Recruitment Consultant

Disclosure of Familial Relationship

The Bidder hereby represents and warrants, except as provided below, that no familial relationship exists between the owner(s) or any employees of the Bidder and any City official or City employee.

List and describe any familial relationships: none

Disclosure of Substantial Interest in Business

The Bidder hereby represents and warrants, except as provided below, that no City official or City employee or their immediate family has any substantial interest in the Bidder's business.

List and describe any substantial interest held by a City official, City employee, or their immediate family in Bidder's business:

none

I certify and swear that to the best of my knowledge, information and belief the above information is true, accurate, and complete.

Signed: Jerry Newfarmer

Title: Jerry Newfarmer, President and CEO

Bidder: Management Partners

Dated: July 29, 2021

Specifications and Pricing
City Administrator Executive Recruitment Consultant

REQUIREMENTS:

PRICING:

Activity	Cost
1 – Develop Search Strategy	\$6,706
2 – Conduct a Comprehensive Recruitment Campaign	\$4,937
3 – Facilitate the Selection Process	\$6,257
4 – Conduct Six-Month Evaluation	No Cost
TOTAL	\$17,900

ADDITIONAL INFORMATION:

See Appendix A

All questions must be emailed to Don Tillery at mica@milanmich.org.

CITY OF MILAN

REFERENCES

City Administrator Executive Recruitment Consultant

Reference #1

Business Name:	Village of Minerva
Contact:	Tim Tarbett, Mayor
Address:	209 North Market Street, Minerva, OH 44657
Phone Number:	330-868-7705
E-mail Address:	ttarbet@ci.minerva.oh.us

Reference #2

Business Name:	City of Santa Fe, New Mexico
Contact:	Bernadette Salazar, Director of Human Resources
Address:	200 Lincoln Avenue, Santa Fe, NM 87504
Phone Number:	(505) 470-3813
E-mail Address:	bjsalazar@santafenm.gov

Reference #3

Business Name:	City of Clayton, Ohio
Contact:	Mike Stevens, Mayor
Address:	6996 Taywood Road, Englewood, OH 45322
Phone Number:	(937) 836-3500
E-mail Address:	mstevens@clayton.oh.us

CITY OF MILAN

REFERENCES

City Administrator Executive Recruitment Consultant

Reference #4

Business Name:	City of Middletown, Ohio
Contact:	Nicole Condrey, Mayor
Address:	One Donham Plaza, Middletown, OH 45042
Phone Number:	(513) 425-7766
E-mail Address:	nicolec@cityofmiddletown.org

Reference #5

Business Name:	City of Forest Park, Ohio
Contact:	Mr. Andrew Levandusky, Director of Human Resources
Address:	1201 West Kemper Road, Forest Park, OH 45240
Phone Number:	(513) 595-5204
E-mail Address:	ALevandusky@forestpark.org

Reference #6

Business Name:	Bedford County, Virginia
Contact:	Mr. Robert Hiss, Bedford County Administrator
Address:	122 East Main Street, Bedford, VA 24523
Phone Number:	(540) 586-7601
E-mail Address:	rhiss@bedfordcountyva.gov

Sample 1

SAMPLE



MIDDLETOWN

INVITING APPLICATIONS FOR

CITY MANAGER

CITY OF MIDDLETOWN, OHIO



INTRODUCTION

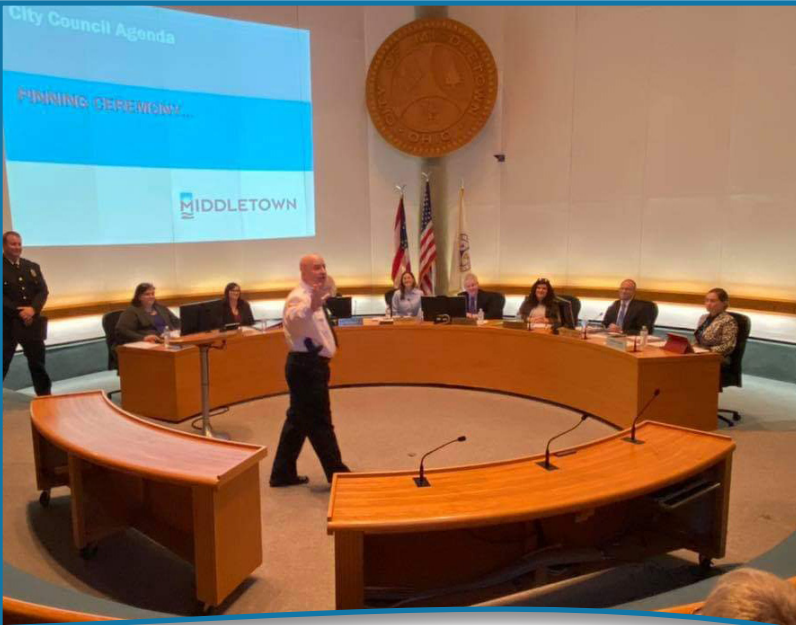
The City of Middletown, Ohio is seeking a progressive, innovative leader with a proven record of accomplishment at the local government level. Middletown is positioned well for continued economic growth along the I-75 corridor midway between the merging Cincinnati and Dayton, Ohio Standard Metropolitan Statistical Areas. Middletown is experiencing resurgence in business activity, downtown revitalization and historic preservation. The community seeks a dynamic, highly driven and passionate individual to assume its City Manager role and continue to build on the positive momentum that has been established during the past several years.

THE COMMUNITY

Middletown is a diverse community with 48,694 residents that has a proud All-America City history of economic success and tradition in Southwest Ohio. Like many industrialized Midwestern cities, it felt the loss of high paying jobs from blue collar skilled positions to corporate officials through the 1980s and early 2000s. Recent development successes and a renewed focus on reestablishing a community sense of place are causing a stir among some people in the region that Middletown has turned the corner and is actively laying a strong foundation for a Renaissance period that is long overdue.

Two new hospitals, investment in industrial parks, and major reinvestment in the downtown core and a renewed and growing appreciation of the City's stately historic homes all indicate consistent signs of new community energy. Site selectors and venture capitalists are increasingly targeting Middletown as an attractive location for development. Major reinvestment in the City's schools, regional airport, and planning efforts for new commercial development are gaining momentum.





THE ORGANIZATION

Middletown operates under a Council-Manager form of government that was first implemented by voter approval in 1913. The City Manager is appointed by the five-member Council and is responsible for the appointment of all municipal personnel other than the Clerk of Council. The Middletown Mayor is directly elected and the four Council members are elected at large.

The City operates a full complement of services including public works, sanitary sewer, water distribution and treatment, police, fire and EMS, a municipal/regional airport, Board of Health, and a complete array of development services. The City of Middletown employs approximately 383 full-time personnel and has been carefully and methodically rebuilding its staffing levels from the reductions of the recent Great Recession years. Middletown comprises a geographic area of approximately 25 square miles and claims significant frontage along the banks of the Great Miami River. The City's 2020 municipal budget totals \$146,486,194 with a general fund appropriation of \$34,501,472. The main revenue source is its municipal income tax which is levied at a voter approved rate of 1.75% with .25% of that amount earmarked for safety services. The City holds an A1 municipal bond rating.

Major employers within Middletown are AK Steel, Middletown City Schools, Premier Health Network, Kettering Health Network, and Miami University-Middletown as well as numerous employers in industry and manufacturing.

CHALLENGES AND OPPORTUNITIES FOR THE NEXT CITY MANAGER

The Middletown City Manager must be a dynamic, highly self-motivated professional who exudes confident leadership and a passion for local government. The City of Middletown is gathering increased momentum in addressing challenges that have confronted the community for several years. The next City Manager needs to be able to multi-task and build and nurture coalitions and partnerships to successfully propel Middletown forward. While Middletown is small enough to maintain an appreciated familiarity and valued sense of place among its residents, it is large enough to have incurred the challenges of more urban cities with issues of diversity, homelessness, opioid addiction, etc. This position is not well suited for a manager that appreciates the status quo. Rather, it is a tremendous management opportunity for a hard charger who is prepared to seize the existing momentum and progress that has been established and build on that base for a brighter future.





THE IDEAL CANDIDATE WILL . . .

- Possess a Bachelor's degree from an accredited college or university in Public Administration, Business Administration or a related field; a Master's degree is preferred
- Have ten or more years of progressive, successful work experience in local government management, or an equivalent combination of education and experience to provide the required knowledge, skills and abilities
- Possess the ability to successfully manage complex and varied municipal operations
- Serve as the voice and face of Middletown with outside groups and regional agencies
- Have knowledge about economic, regulatory and business land use development tools and practices
- Be innovative, collaborative and willing to take calculated risks to propel Middletown forward
- Possess the ability to evaluate and assess current conditions, challenges and opportunities and have the skills, courage and finesse to make the difficult decisions needed for Middletown to reach its potential and to effectively leverage its assets and strengths for the betterment of the residents
- Have the knowledge and experience to seek and secure financial grants and funding assistance that enhances Middletown's development goals and vision
- Possess the energy and determination to hit the ground running in a community that respects its past but is poised to welcome and implement new practices going forward.

COMPENSATION AND BENEFITS

The compensation package includes a salary range of \$145,000 to \$185,000 and a competitive fringe benefit offering. The Middletown City Council desires that the next City Manager be a resident of the community and is prepared to offer relocation/moving assistance commensurate with a contractual obligation to fulfill such residency expectations.

HOW TO APPLY

Potential candidates, who are interested in this outstanding career opportunity, please submit a cover letter and detailed resume with salary expectations by March 27th, 2020 to Management Partners:

GREG HORN

SPECIAL ADVISOR

GHORN@MANAGEMENTPARTNERS.COM

Tel:	513-861-5400
Fax:	513-861-3480
Mr. Horn's direct line:	937-478-6385

ELECTRONIC CORRESPONDENCE ONLY PLEASE

Attachment 4B
Management Partners
Cincinnati, OH

Sample 2

SAMPLE

All personal
information has
been redacted.



City of Middletown City Manager Interview Packet

April 2020

Management
Partners



Applicants

The City of Middletown received a total of 25 applications for the City Manager position. The eight recommended City Manager candidates are listed in Table 1 below. The submitted cover letters, resumes, and supplemental information forms for the recommended candidates are presented in the pages that follow.

Table 1. Recommended City Manager Candidates

Last Name	First Name	Current Job Title or Last Position Held (LPH)	Current Employer
		Human Resource Director	City of , OH
		City Administrator	City of , WI
		County Manager (LPH)	County, WA
		Township Manager/Secretary (LPH)	Township, PA
		City Manager and Chief Financial Officer (LPH)	City of , MT
		Deputy County Administrator	County, FL
		Village Administrator	Village of , WI
		Director of Public Works	County, FL

Three alternate candidates for discussion and review are listed in Table 2 below. The cover letters, resumes, and supplemental information forms for these candidates are included in this packet.

Table 2. Alternate Candidates

Last Name	First Name	Current Job Title or Last Position Held (LPH)	Current Employer
		City Manager (LPH)	City of , TX
		Safety Service Director	City of , OH
		City Manager	City of , MD

Interview Schedule

Interviews will occur on Monday April 13 and Wednesday April 15, 2020. The interview schedule is shown in Table 3, below.

Table 3. Interview Schedule

Date/ Time	Interviewee
April 13, 1:45 pm	
April 13, 2:30 pm	
April 13, 3:15 pm	
April 13, 4:00 pm	
April 15, 1:45 pm	
April 15, 2:30 pm	
April 15, 3:15 pm	
April 15, 4:00 pm	

Unlawful Questions

UNLAWFUL QUESTIONS TO AVOID IN THE INTERVIEW PROCESS

1. Questions related to age.
2. Questions related to religion.
3. Questions related to race or ethnicity.
4. Questions related to marital status and family issues.
5. Questions related to health and/or disabilities.
6. Questions related to sexual orientation.

**City of Middletown
City Manager
Position Announcement**

INTRODUCTION

The City of Middletown, Ohio is seeking a progressive, innovative leader with a proven record of accomplishment at the local government level. Middletown is positioned well for continued economic growth along the I-75 corridor midway between the merging Cincinnati and Dayton, Ohio Standard Metropolitan Statistical Areas. Middletown is experiencing resurgence in business activity, downtown revitalization and historic preservation. The community seeks a dynamic, highly driven and passionate individual to assume its City Manager role and continue to build on the positive momentum that has been established during the past several years.

THE COMMUNITY

Middletown is a diverse community with 48,694 residents that has a proud All-America City history of economic success and tradition in Southwest Ohio. Like many industrialized Midwestern cities, it felt the loss of high paying jobs from blue collar skilled positions to corporate officials through the 1980s and early 2000s. Recent development successes and a renewed focus on reestablishing a community sense of place are causing a stir among some people in the region that Middletown has turned the corner and is actively laying a strong foundation for a Renaissance period that is long overdue.

Two new hospitals, investment in industrial parks, and major reinvestment in the downtown core and a renewed and growing appreciation of the City's stately historic homes all indicate consistent signs of new community energy. Site selectors and venture capitalists are increasingly targeting Middletown as an attractive location for development. Major reinvestment in the City's schools, regional airport, and planning efforts for new commercial development are gaining momentum.

THE ORGANIZATION

Middletown operates under a Council-Manager form of government that was first implemented by voter approval in 1913. The City Manager is appointed by the five-member Council and is responsible for the appointment of all municipal personnel other than the Clerk of Council. The Middletown Mayor is directly elected and the four Council members are elected at large.

The City operates a full complement of services including public works, sanitary sewer, water distribution and treatment, police, fire and EMS, a municipal/regional airport, Board of Health, and a complete array of development services. The City of Middletown employs approximately 383 full-time personnel and has been carefully and methodically rebuilding its staffing levels from the reductions of the recent Great Recession years. Middletown comprises a geographic area of approximately 25 square miles and claims significant frontage along the banks of the Great Miami River. The City's 2020 municipal budget totals \$146,486,194 with a general fund appropriation of \$34,501,472. The main revenue source is its municipal income tax which is levied at a voter approved rate of 1.75% with .25% of that amount earmarked for safety services. The City holds an A1 municipal bond rating.

Major employers within Middletown are AK Steel, Middletown City Schools, Premier Health Network, Kettering Health Network, and Miami University-Middletown as well as numerous employers in industry and manufacturing.

CHALLENGES AND OPPORTUNITIES FOR THE NEXT CITY MANAGER

The Middletown City Manager must be a dynamic, highly self-motivated professional who exudes confident leadership and a passion for local government. The City of Middletown is gathering increased momentum in addressing challenges that have confronted the community for several years. The next City Manager needs to be able to multi-task and build and nurture coalitions and partnerships to successfully propel Middletown forward. While Middletown is small enough to maintain an appreciated familiarity and valued sense of place among its residents, it is large enough to have incurred the challenges of more urban cities with issues of diversity, homelessness, opioid addiction, etc. This position is not well suited for a manager that appreciates the status quo. Rather, it is a tremendous management opportunity for a hard charger who is prepared to seize the existing momentum and progress that has been established and build on that base for a brighter future.

THE IDEAL CANDIDATE WILL....

- Possess a Bachelor's degree from an accredited college or university in Public Administration, Business Administration or a related field; a Master's degree is preferred
- Have ten or more years of progressive, successful work experience in local government management, or an equivalent combination of education and experience to provide the required knowledge, skills and abilities
- Possess the ability to successfully manage complex and varied municipal operations
- Serve as the voice and face of Middletown with outside groups and regional agencies
- Have knowledge about economic, regulatory and business land use development tools and practices
- Be innovative, collaborative and willing to take calculated risks to propel Middletown forward
- Possess the ability to evaluate and assess current conditions, challenges and opportunities and have the skills, courage and finesse to make the difficult decisions needed for Middletown to reach its potential and to effectively leverage its assets and strengths for the betterment of the residents
- Have the knowledge and experience to seek and secure financial grants and funding assistance that enhances Middletown's development goals and vision
- Possess the energy and determination to hit the ground running in a community that respects its past but is poised to welcome and implement new practices going forward.

COMPENSATION AND BENEFITS

The compensation package includes a salary range of \$145,000 to \$185,000 and a competitive fringe benefit offering. The Middletown City Council desires that the next City Manager be a resident of the community and is prepared to offer relocation/moving assistance commensurate with a contractual obligation to fulfill such residency expectations.

HOW TO APPLY

Potential candidates, who are interested in this outstanding career opportunity, please submit a cover letter and detailed resume with salary expectations by March 27th, 2020 to Management Partners:

GREG HORN

SPECIAL ADVISOR

GHORN@MANAGEMENTPARTNERS.COM

Tel: 513-861-5400 | Fax: 513-861-3480 Mr. Horn's direct line: 937-478-6385

ELECTRONIC CORRESPONDENCE ONLY PLEASE

City of Middletown, Ohio
City Manager
Suggested Interview Questions

General

- _____ 1. We have all had an opportunity to review your resume. Please briefly highlight your professional and personal background and explain your specific interest and qualifications for this position.
- _____ 2. What are your short-term/long-term professional goals? How does this position assist you in achieving those goals?
- _____ 3. What areas of responsibility for the Middletown City Manager position do you feel present the most significant challenges?

Success/Accomplishments

- _____ 4. Tell us about two or three of your greatest successes and accomplishments. How do you feel these experiences will assist you in this position?
- _____ 5. What do you expect to accomplish as Middletown's City Manager by the end of the first 90 days? The first year?

Building Relationships

- _____ 6. What actions would you take initially to establish a sound relationship with the City Council and the City Staff?
- _____ 7. What would you do to establish effective working relationships with other public and private groups in the region with whom you will be expected to interact?
- _____ 8. How do you see council's policy formulation role interacting with your day to day operational role should you be appointed City Manager?

Management Techniques

- _____ 9. How would you describe your leadership style?
- _____ 10. What do you consider your greatest strength as a manager?

In the space to the left of each question, rank the candidate's answer from 1 to 5, with 1 being the lowest and 5 being the highest.

- _____ 11. What has been the most controversial or politically charged project you worked on directly? How did you handle it? What was the outcome?
- _____ 12. Describe your experience in maintaining current levels of service while dealing with a tight revenue environment.
- _____ 13. What input sources would you use in preparing an annual operating budget? Same question for capital budget? Have you used multi-year budget models to predict revenue and expenditure trends?
- _____ 14. What experience do you have dealing with labor unions?
- _____ 15. Please highlight some successful economic development projects in which you played a key role. Have any such projects involved municipal airports, downtown revitalization, or historic preservation?
- _____ 16. What experience have you had with property maintenance codes, dealing with blighted residential properties, etc.?
- _____ 17. What experience have you had dealing with homelessness?

Building on Relationships with Partners in the Region

- _____ 18. Provide examples of your experience in building unique relationships with partners (other organizations, governments, etc.) whose actions had the potential to impact the quality of life in the communities you served. Have you found some approaches to be more successful than others?

Opportunities for Improvement

- _____ 19. How would you identify opportunities for improvement within the organization?
- _____ 20. How would you go about implementing improvement opportunities once they are identified?

Future

- _____ 21. What factors will most influence your decision to accept this position if it is offered to you?

Questions of Us

- _____ 22. What questions do you have of us?

In the space to the left of each question, rank the candidate's
answer from 1 to 5, with 1 being the lowest and 5 being the highest.

_____ Total Score

Candidate #1

Human Resources Director

City of , OH

Each Candidate will have the following items:

- **cover letter**
- **resume**
- **completed supplemental information form**
- **references**



Middletown, OH City Manager Recruitment

SUPPLEMENTAL INFORMATION

Name _____

Job Title _____

Organization _____

Report to (Title) _____

Current or most recent annual salary _____

STAFF

Total number in current organization _____

Total number you currently supervise _____

Largest number of staff ever supervised _____

In what jurisdiction _____

ANNUAL BUDGET

	General Fund	Capital	All Funds
Total Organization (current or most recent organization)			
Portion for which you are responsible			
Largest budget for which you have ever been responsible			
In what jurisdiction			

- 1. Briefly describe your experience and/or most significant accomplishments in each of the following areas, for any position which you have held, using additional space as necessary.**
 - (a) Fiscal Management - Your experience managing and maintaining service levels while prioritizing personnel and capital needs of the organization.**
 - (b) Labor Relations - Your experience working with and managing in communities with organized labor groups.**
 - (c) Economic Development and Downtown Redevelopment - Your experience, credentials and accomplishments. Specific examples of your background with Tax Increment Financing Districts and Community Reinvestment Areas should be included.**
 - (d) Management Style - Explain your approach to leadership and the practices you employ.**
- 2. Outline your experience with different types of public housing initiatives.**
- 3. Explain your previous involvement with historic preservation efforts, both residentially and commercially.**
- 4. Please share your reasons for having an interest in this position.**
- 5. Are there any barriers to you accepting the position if it were offered to you?**



**CITY OF MILAN
STAFF REPORT FOR
COUNCIL AGENDA ITEMS
MEETING DATE: August 9, 2021**

TO: Mayor Hamden and City Council Members

FROM: Donald G. Tillery, Chief of Police, Interim City Administrator

DATE: August 6, 2021

SUBJECT: **To Approve Resolution 2021-14**

Chief

REASONS FOR COUNCIL CONSIDERATION:

In 2003 the City entered into an Intergovernmental Agreement with the Township of Milan. Based on this agreement, the sale of certain properties trigger a conditional transfer of those properties from the Township into the City. The Dindoffer Property is such a property.

Resolution 2021-14 will recognize and provide for the conditional transfer of the Dindoffer property from the Township into the City pursuant to the October 3, 2002 Cooperative Intergovernmental Agreement triggered by the June 4, 2021 sale of the property to an unrelated third party.

Barring any additional requirements from the County or the Office of the Great Seal, the transfer will be effective upon: (1) the approval by the City Council of the City resolution, (2) the approval by the Township Board of their Township resolution, and (3) the filing of the City resolution and the Township resolution with the Clerk of the County of Monroe and the Michigan Secretary of State, Office of the Great Seal.

RECOMMENDED ACTION:

It is requested, that the City Council approve Resolution 2021-14

REVIEWED BY:

COMMENTS/ATTACHMENTS:

City Administrator _____

Treasurer _____

City Attorney _____

Motion by: _____ Seconded By: _____

Hamden _____

Nie _____

Baldwin _____

Gilson _____

Kolar _____

Kerkes _____

Gee _____

RESOLUTION 2021-14
RESOLUTION RECOGNIZING ANNEXATION OF CERTAIN PROPERTY FROM THE
TOWNSHIP OF MILAN PURSUANT TO A CERTAIN COOPERATIVE
INTERGOVERNMENTAL AGREEMENT FOR THE CONDITIONAL TRANSFER OF
PROPERTY

City of Milan
County of Washtenaw, State of Michigan

Minutes of a regular meeting of the City Council of the City of Milan, State of Michigan, held in said City, on the 9th day of August, 2021, at 7:30 p.m., prevailing Eastern Time.

PRESENT: Member _____

ABSENT: Member _____

The following preamble and resolution were offered by Member _____ and supported by Member _____:

WHEREAS, on October 3, 2002, the City of Milan, Counties of Washtenaw and Monroe, State of Michigan (the “City”) and the Township of Milan, County of Monroe, State of Michigan (the “Township”) entered into that certain Cooperative Intergovernmental Agreement between the City of Milan and the Township of Milan, a copy of which is attached hereto as Exhibit A (the “Agreement”) providing for the conditional transfer of certain property from the Township to the City upon the occurrence of certain conditions; and

WHEREAS, the conditions related to the transfer of that certain property identified as the Dindoffer Property in the Agreement and described on Exhibit B attached hereto have been fulfilled on June 4, 2021 by the sale of said property; and

WHEREAS, each of the City and the Township desire to memorialize the transfer of the Dindoffer Property to the City and the effectiveness of terms of the Agreement related to such transfer.

NOW THEREFORE, BE IT RESOLVED THAT:

1. Transfer of Dindoffer Property. The transfer of the Dindoffer Property to the City shall be

effective (the “Transfer Effective Date”) on the date each of the following have occurred: (a) the approval by the City Council of the City of this Resolution, (b) the approval by the Township Board of the Township of a substantially similar resolution (the “Township Resolution”), and (c) the filing of this Resolution and the Township Resolution with the Clerk of the County of Monroe and the Michigan Secretary of State, Office of the Great Seal.

2. Provision Of Services. Pursuant to Section 2.2 of the Agreement, on the Transfer Effective Date, the City shall provide all municipal services to the Dindoffer Property.
3. Filing. The City Clerk is hereby directed to file a copy of this Resolution with the Clerk of the County of Monroe and the Michigan Secretary of State, Office of the Great Seal.
4. Rescission. All resolutions and parts of resolutions, insofar as they conflict with the provisions of this Resolution, are hereby repealed.

AYES: Members_____

NAYS: Members_____

RESOLUTION DECLARED ADOPTED.

Lavonna Wenzel
City Clerk

I hereby certify that the foregoing is a true and complete copy of a resolution adopted by the City Council of the City of Milan, State of Michigan, at a regular meeting held on August 9, 2021, and that said meeting was conducted and public notice of said meeting was given pursuant to and in full compliance with the Open Meetings Act, being Act 267, Public Acts of Michigan, 1976, as amended, and that the minutes of said meeting were kept and will be or have been made available as required by said Act.

Lavonna Wenzel
City Clerk

EXHIBIT A

COOPERATIVE INTERGOVERNMENTAL AGREEMENT BETWEEN CITY OF MILAN THE TOWNSHIP OF MILAN



COOPERATIVE INTERGOVERNMENTAL AGREEMENT BETWEEN CITY OF MILAN AND THE TOWNSHIP OF MILAN

THIS AGREEMENT, made this 3rd day of October, 2002, between the **CITY OF MILAN**, a Michigan municipal corporation, located at 147 Wabash Street, Milan, Michigan 48160-1594 (the "City") and **MILAN TOWNSHIP**, a Michigan municipal corporation having its principal office at 16444 Cone Road, Milan, Michigan 48160 (the "Township").

WHEREAS, the Milan Area School District (the "School") currently owns and operates a middle school on 60 ± acres at the corner of Redman and Platt Roads in the City of Milan; and

WHEREAS, the School would like to construct a new high school on the 78.51 ± acres it owns immediately adjacent to the west and has filed a petition (#02-AP-1) with the State Boundary Commission for annexation of said parcel into the City in order to avail itself of City water and sewer services; and

WHEREAS, said annexation would probably cause the 18.16 ± acres owned by Mr. and Mrs. Dindoffer to be subsumed into the school annexation petition, creating a hardship for the owners thereby; and

WHEREAS, the City and the Township agree that the needs of all parties can be addressed by entry into a co-operative inter-governmental agreement containing all of the provisions as hereinafter set forth.

NOW, THEREFORE, it is agreed by the parties hereto as follows:

ARTICLE I GENERAL PROVISIONS

43-

1.1 Purpose. The purpose of this intergovernmental agreement is to establish a plan for developing the School's property; the provision of utility services thereto and the protection of the Dindoffer Property until and when said property is sold and/or developed. This purpose will be accomplished by placing the 98.19 ± acres of the northeast ¼ section of Section 3, T53, R. 6E under Act 7 of Public Act of 1967 more particularly delineated in Exhibit A; permitting the immediate annexation of some properties in consideration for water and sewer; and providing for conditional transfer of the northern 18± acres of school owned properties (School Property B) and the 18.16 ± acres of Dindoffer Property under Act 425 of PA 1984 upon the sale, transfer and/or development of said property.

(a) Legal Description of Properties to be transferred under this Agreement.

(1) School Property A: This consists of 60.55 ± acres of School Property which shall be transferred to the City immediately upon execution of this agreement pursuant to Article II of this Agreement. A legal description of School Property A is attached hereto as Exhibit B.

(2) The Eddy Property: This consist of .50 ± of an acre fronting onto Platt Road which shall also be transferred to the City immediately to the City upon execution of this Agreement pursuant to Article II in this Agreement. The Eddy Property is more particularly described in Exhibit C.

(3) School Property B: The northern 18.98 ± acres of the School Property, more particularly described in Exhibit D, which will conditionally transfer to the City upon sale or private development pursuant to Article II.

(4) Dindoffer Property: 18.16 ± acres of property, described in Exhibit E, which shall conditionally transfer to the City upon sale or development pursuant to the terms of Article II, provided that a sale for purposes of this section shall not include a transfer to an heir, who is an immediate family member of the present owners.

(b) Consideration: In return for the transfer of jurisdiction to the City for the term of this Agreement and for the permanent jurisdiction over the Property thereafter remaining with the City as set forth in Article II, the Township shall receive an annual payment from the City throughout the life of this Agreement as set forth in Article III.

(c) Term: This Agreement shall have a term of fifty (50) years from the Effective Date of this Agreement, hereinafter defined. The term of the conditional transfer shall be from the time the property is transferred to the fiftieth year of this agreement.

1.2 Transfer of Employees: There shall be no transfer of any employees from either party under this Agreement. The employees of the City shall operate within the boundaries of the School Property A and Eddy's Property as of the Effective Date and



police services to School Property B and Dindoffer Property during the term of this Agreement. Said employees shall be supervised and paid by the City.

1.3 Financing: The City shall remain responsible for payment of the salaries and benefits of any of its employees performing any municipal function under this Agreement. The Township shall have no responsibility to finance any public works projects or other projects in any of the annexed or transferred property unless otherwise agreed to in writing by both parties.

1.4 Cooperation: The City and Township agree that they will cooperate with each other in the performance of any action required hereunder, pursuant to the terms herein, or required of them by Act 7 and Act 425, to make this Agreement legally binding in a professional and efficient manner.

ARTICLE II

TRANSFER OF JURISDICTION AND SERVICES

2.1 Annexation: Upon the Effective Date of this Agreement, as set forth in Article V, the School Property A (as described in Exhibit B) and the Eddy Property (Exhibit C) shall be annexed from the Township to the City. Resolutions shall be adopted by the majority of those elected to the Township Board of Supervisors and the City Council, pursuant to Section 9 (8) of the Home Rule Cities Act, Act 229 of 1919 and attached hereto as Exhibit F. Upon the Effective Date of this Agreement, the City shall assume full authority and municipal jurisdiction over the annexed property. Upon the development of the 18± acres of school property described in Exhibit D for school purposes, School Property B shall be annexed by the adoption of mutual resolutions by a majority of those elected to the Township Board and City Council within ninety (90) in the same fashion as was done with School Property A. Upon the sale or private development of School Property B, said property shall be conditionally transferred pursuant to Paragraph 2.2

2.2 Conditional Transfer: The School Property B and Dindoffer Property shall be conditionally transferred to the City under Act 425 of PA 1984 upon the private development of said properties by either the School or the Dindoffers, or by the sale of said property. Until such time as these properties are conditionally transferred, the Township shall continue to provide all municipal services and have jurisdiction over said properties, with the exception of police services which shall be provided by the City after the Effective Date of this Agreement. Upon the conditional transfer, all municipal services shall be provided by the City.

2.3 Jurisdiction Upon Expiration of the Agreement: Upon expiration of the term of this Agreement, the conditionally transferred property shall remain permanently within the jurisdictional boundaries of the City. The City shall adjust its City boundary

description to encompass the conditionally transferred property within the legal description of the boundary of the City.

ARTICLE III

TAX REVENUE SHARING

3.1 Levy of Taxes. From and after the date the School Property B or Dindoffer Property is conditionally transferred under Act 425 to the City, the City shall levy its full ad valorem real and personal property tax rates against said conditionally transferred property, if not, otherwise exempt from such taxes.

3.2 Township Share of Levy: The City shall pay to the Township the equivalent of one (1) mill of all of the ad valorem real and personal property taxes derived from residential development of conditionally transferred property and two (2) mills for the industrial, commercial or other taxable non residential use of said parcels.

3.3 Time for Payment. On or before September 30th of each calendar year beginning with the City's first full fiscal year following the year in which the described property was transferred to the City, the City shall remit to the Township a sum equal to one (1) or two (2) mills assessed against the taxable value of the land (whichever is applicable) as well as a similar levy against the value of any improvements both real and personal, contained within the conditionally transferred area as finally equalized as of December 31 of the preceding calendar year.

3.4 Interest. Any amount not paid by September 30th of each year shall bear interest at the rate of one percent (1%) per month until paid, unless the taxpayer successfully challenges all or a portion of such taxes and the City for that or another reason is obligated to refund all or a portion of those tax payments to the taxpayer. In such event, upon notice from the City, the Township shall promptly repay the City the Township's pro rata share of such tax refund together with the Township's share of any interest due on the tax refund.

3.5 Successor Taxes. In the event of state tax reform which reduces (or increases) the SEV of the property below (or above) fifty (50%) percent of true cash value or which provides other ad valorem property tax reductions (or increases) and which provides for alternate supplemental revenue to local municipalities which is collected by the City from the described property, the revenue sharing due the Township hereunder shall be adjusted proportionately.

3.6 Limitation: The one or two mills are the only revenues and/or fees the City shall share with the Township from conditionally transferred properties. These revenues are in lieu of any and all other payments or fees from the conditionally transferred property which the Township might otherwise be entitled to expect for this Agreement.



3.7 Term of Revenue Sharing. The tax and revenue sharing provided for herein shall expire with the termination of this agreement and any renewal thereof.

3.8 Tax Exemptions and Abatements.

(a) General Procedure and Effect. Upon any request for a tax abatement or tax exemption by the owners of any property conditionally transferred in accordance with this Agreement, the City Council shall give to the Township written notice of that request and of the date and time of the public hearing for consideration of that request. If the City Council grants the abatement, the parties shall share proportionately in the loss of tax revenues. The City and the Township shall share in the commercial or industrial facilities tax payments resulting from the abatement pursuant to Section 3.2 above.

(b) Statutory Exemptions: If a tax exemption is required by statute, such as by way of example and not by limitation, for religious, charitable or educational institutions, for hospitals, etc., then the parties will share equally in the effects of such exemption. Said sharing shall be proportionate to the millage agreement as outlined within this Agreement.

3.9 Gifts, Grants, Assistance Funds, or Bequests: The areas conditionally transferred to the City shall be treated as being within the jurisdiction of the City for purposes of gifts, grants, assistance funds, bequests, or other funds from any private or public source given as a result of the conditionally transferred area, any activity performed upon the conditionally transferred area, the occupancy of the conditionally transferred area, or for any other reason arising from the existence or jurisdiction of the conditionally transferred area, such gifts being distributed to City alone and not shared with the Township.

3.10 Extent of Tax Revenues Shared: No other assets or liabilities other than those set forth in this Article III shall be shared between the parties hereto or as a result of this Agreement.

ARTICLE IV

FINDINGS, REPRESENTATIONS AND RESPONSIBILITIES

4.1 Findings: The City, by action of its City Council in approving this Agreement and the Township, by action of its Township Board in approving this Agreement, have made the following findings and representations:

(a) Authority: This Agreement has been authorized and is made pursuant to the current provisions of Act 7 of Public Acts of 1967, as amended particularly by Act 108 of Public Acts of 1995 (MCL §1124.501 et seq) ("Act 7") and Act 425 of the Public Acts of 1984, as amended



(MCL §1224.21 et seq) (“Act 425”) and Section 9(8) of The Home Rule Cities Act, Act 229 of PA 1909, as amended (MCL 117.9(8)) as well as the general authority of each of the parties under the statutes authorizing their organization and existence, as well as the City Charter of the City.

(b) Local Units: The City organized as a home rule city under The Home Rule Cities Act, Act 279 of PA 1909, as amended (MCL §117.1 et seq); and the Township, organized and existing pursuant to Article VII, Section 17 of The 1963 Michigan Constitution and Revised Statute of Michigan of 1846, as amended, MCL 41.1 et seq, are both “local units” as defined by Act 7 and Act 425.

(c) Considered Factors: Both the City and the Township have, as required by Act 425, considered certain factors prior to entering into this Agreement, including the following:

(i) Corporation of the population; population density, land area and land uses; assessed valuation; topography, natural boundaries and drainage basins; past and probable future growth, including population increase and business, commercial and industrial development in the conditionally transferred area; and the comparative data for the Township and the portions of the Township remaining after the transfer of the conditionally transferred area.

(ii) Need for organized community services. The present costs and adequacy of governmental services in the conditionally transferred area; the probable future need for services in the conditionally transferred area; the practicability of supplying such services to the conditionally transferred area and or the remaining portions of the Township; the probable change in taxes and tax rate in the conditionally transferred area in relation to the benefits expected to accrue from such transfer; and the financial ability of the City to provide and maintain water, sanitary sewer, trash disposal, electric service, and governmental services in the conditionally transferred area.

(d) Public Hearings: Pursuant to Act 7 and Act 425, The City Council held a public hearing about this Agreement on August 12, 2002, at 7:30p.m. and the Township Board held a Public Hearing on this Agreement on August 8, 2002, at 6:30p.m. at which time the conditional transfer of properties of same was fully discussed; and that notice of said public hearings was given pursuant to the Open Meetings Act, Act 267 of P.A. 1976, as amended.

(e) Majority Vote: The members of City Council of the City and the members of the Township Board each have voted and each has adopted a

PAGE 253

LIBER 2367



resolution by majority vote of the members elected to each legislative body to execute this Agreement. The vote can be held at the public hearing but will not become effective until after the 45-day period, or the vote of the legislative body may be held upon the expiration of the 45-day referendum period.

(f) Referendum: Neither the City Council nor the Township Board adopted a resolution calling for a referendum on the conditional transfer of payments to be made pursuant to this Agreement under Act 425, or for the adoption of the revenue sharing under Act 7 and more than thirty (30) or forty five (45) day referendum periods under both Acts have elapsed since the public hearings before the City Council and the Township Board and neither the City Clerk, the Township Clerk or County Clerk have received a petition calling for a referendum of this Agreement; or, if such referendum was petitioned for within the 30 or 45 day referendum period, said election has been held and the majority vote in said election approved the adoption of this Agreement.

(g) Pledge of Revenues: The Township represents and warrants that it has not pledged any revenue from and has not represented to any obligees, lenders, bond holders or creditors that it is dependent upon or anticipating certain revenues, not going to be provided under this Agreement, from the conditionally transferred area, to meet any obligations of the Township or entity created by the Township. The Township further represents and warrants that it knows of no special assessments which have been levied against any parcel of property within the Act 7 Area except as may be identified on Exhibit G. The parties agree that such assessment shall remain in place and continue to be paid in the same manner as they are now and each of them shall take such actions as are necessary to so assure. The Township hereby agrees that it shall not levy any future special assessments on property within the Act 7 Area without first securing City approval.

ARTICLE V

EFFECTIVE DATE

5.1 Effective Date: This Agreement shall be effective as of the day a fully executed and approved copy of this Agreement has been filed with the County Clerk for Monroe County and with the office of the Great Seal in the offices of the Secretary of State of the State of Michigan. Said filing shall not have occurred before the forty five (45) days has expired from the last public hearing, or if a referendum had been called for, upon the approval of this Agreement by the majority of the voters in that election.

ARTICLE VI

INDEMNIFICATION

6.1 Indemnification. In the event the Township or their officials or employees are named in a lawsuit or as part of a claim against the City by a third party as a result of entering into this Agreement, except for any liability or costs incurred as a result of a dispute between the parties to this Agreement, the City agrees to hold the Township harmless and indemnify its officials and employees from and against any costs, judgment, or claims required to defend or settle said actions.

ARTICLE VII

ENFORCEMENT

7.1 Enforcement: Any dispute that arises hereunder between the parties hereto shall be submitted to the American Arbitration Association in accordance with its Rules of Arbitration. An arbitration award under this provision shall be final and binding and a judgment of the Circuit Court may be entered to enforce the award. In case of any such enforcement action, the prevailing party shall be entitled to collect from the losing party all of its costs, including its reasonable attorneys' fees, incurred to investigate, bring and maintain that enforcement action.

ARTICLE VIII

RESCISSION

8.1 Rescission: This Agreement may be rescinded and declared null and void if within forty-five (45) days of the last public hearing at which this agreement was approved by either party, a petition is signed by a minimum of 20% or more of the registered electors residing within the Property to be transferred hereunder, or, if no registered electors reside within the Property to be transferred, and within forty-five (45) days after the last public hearing held by either the City or Township, a petition signed by persons owning 50% or more of the Property to be transferred, is filed with the City Clerk, the referendum vote is held in that local unit at which a majority of the electors in the local unit voting oppose the Transfer.

ARTICLE IX

TERMINATION

9.1 Statutory Termination. If this Agreement is approved by majority vote of the elected members of the Township Board and the City Council but fails to be approved by a majority of the electors in a referendum held as a result of a petition being filed within forty-five (45) days of the public hearing, this Agreement shall be null and void.



9.2 Mutual Termination. This Agreement may be terminated at any time by mutual agreement of both of the legislative bodies of each of the parties after the holding of public hearings before both legislative bodies for which notice has been published not less than sixty (60) days prior to each of said public hearings. Said termination shall take effect on December 31 of the year following the action to terminate.

9.3 Default. In the event the City or the Township fails to comply with the obligations set forth in this Agreement a written notice of default shall be sent by registered mail return receipt requested by the non-defaulting party to the other party describing the act of default and demanding a remedy. If the default is not corrected within thirty (30) days, or substantial steps have not been taken to cure the default within those thirty (30) days, the Parties' remedies are outlined in Article VII of this Agreement.

9.4 Effect of Termination on Infrastructure or Other Public Improvements. In the event the conditionally transferred property is returned to the Township as a result of termination of this Agreement, the public improvements made upon the land and the public utility infrastructure (roads, water and sewer pipelines, and pumps attached thereto) shall become owned by the Township and fall under their jurisdiction, with the following limitations:

9.4.1 Any utility installation by the City within the conditionally transferred property which connects to City owned facilities within the Township and not subject to general public use shall continue to be owned and used by the City for such purpose subject to their continued use, maintenance, repair and upkeep by the City. The Township shall be obligated to provide an easement to the City for the purpose of the maintenance and upkeep of said utility or facility.

9.4.2 Any utility or infrastructure improvement installed by the City in the conditionally transferred territory which has not been paid for and is still subject to outstanding debt service payments by the City shall be transferred to the Township subject to the Township payment of a proportion of that outstanding debt equal to that portion of the utility or infrastructure improvement located within the conditionally transferred property. Maintenance and repair of the utility or infrastructure shall become the immediate obligation of the Township, unless otherwise agreed to by the parties.

9.4.3 If the Township assumes jurisdiction over any water or sewer lines within the conditionally transferred property, the City shall retain the right to approve the quantity of tap-in connections or the capacity of water or sewer provided through those tap-ins in order to prevent the water and sewer usage in the conditionally transferred property from exceeding capacity available at the City water and sewer facilities. Said approval shall not be unreasonably withheld.

9.4.4 The Township shall not be entitled to extend the utility within the conditionally transferred property and, in no case shall it be able to extend the utility past the boundary of the transferred property without written permission of the City.

9.4.5 Upon return of the conditionally transferred property to the Township, the City shall be able to increase the fees for the use of the water, sewer or any other utility service to the same fee charged to any other extraterritorial user of the City utility service as permitted by law.

ARTICLE X

MISCELLANEOUS

10.1 Notices. Any notice, demand or communication required, permitted, or desired to be given under this Agreement shall be deemed effectively given when personally delivered or mailed by prepaid certified mail, return receipt requested, addressed as follows:

City of Milan	Milan Township
147 Wabash Street	Milan Township Supervisor
Milan, MI 48160-1594	16444 Cone Road
Attn: City Administrator	Milan, Michigan 48160

10.2 Governing Law. This Agreement has been executed and delivered in and shall be interpreted, construed and enforced pursuant to and in accordance with the laws of the State of Michigan. All duties and obligations of the parties created hereunder are performable in Monroe County, Michigan shall be the venue for any arbitration between the parties that may be brought in connection with or arise out of or by reason of this Agreement.

10.3 Assignment. No assignment of this Agreement or the rights and obligations thereunder shall be valid without the specific written consent of both parties hereto.

10.4 Waiver of Breach. The waiver by either party of a breach or violation of any provision of this Agreement shall not operate as, or be construed to be, a waiver of any subsequent breach of the same or other provision hereof.

10.5 Gender and Number. Whenever the context hereof requires the gender of all words shall include the masculine, feminine and neuter, and the number of all words shall include the singular and plural.

10.6 Severability. In the event any provision of this Agreement are held to be unenforceable for any reason, the unenforceability thereof shall not affect the remainder of this Agreement, which shall remain in full force and effect and enforceable in accordance with its terms.

10.7 Article and Other Headings. The Article and other headings contained in this Agreement are for reference purposes only and shall not affect in any way the meaning or interpretation of this Agreement.

10.8 Amendments and Contract Execution. This Agreement may be amended by mutual agreement of the parties. This Agreement and amendments thereto shall be in writing and executed in multiple copies. Each copy shall be deemed an original, but all copies together shall constitute one and the same instrument.

10.9 Entire Agreement. This Agreement supersedes all previous or contemporaneous contracts and constitutes the entire agreement between the parties. Neither party shall be entitled to benefits other than those specified herein. No oral statements or prior contemporaneous written material not specifically incorporated herein shall be of any force and effect, and both parties specifically acknowledge, in entering into and executing this Agreement and other others. This Agreement may not be amended except in writing signed by the parties following public hearings before and resolutions adopted by the Township Board and the City Council.

10.10 Counterparts. This Agreement may be executed in any number of counterparts and each such counterpart shall be considered a valid original.

10.11 Successors. This Agreement shall bind the City and the Township, as well as their respective officers, and successors in interest.

10.12 Filing and Effective Date. In accordance with Act 425, following the execution of the Agreement, a duplicate original of the Agreement shall be filed with the Clerk of Monroe County and with the Michigan Secretary of State. This Agreement or a copy of the Agreement certified by the County Clerk or Secretary of State shall be prima facie evidence of the conditional transfer of the conditionally transferred area. The Agreement shall be effective upon its being filed with the County Clerk and Secretary of State.

LIBER 2367 PAGE 257
R2367 257

PAGE 258

MILAN TOWNSHIP

By: Samuel Mills
Samuel Mills, Township Supervisor

By: Nancy Pilbeam
Nancy Pilbeam, Township Clerk

[illegible]

LIBER 2367

Candy S Hines CANDY S HINES
Notary Public
Monroe County, Michigan
My Commission Expires: 05-04-06



Signed in the presence of:

Barbara A. Hines

Barbara A. Hines

CITY OF MILAN

By:

David C. Ludwig
David Ludwig, Mayor

By:

Sherry L. Steinwedel
Sherry Steinwedel, Clerk

STATE OF MICHIGAN)

)ss

COUNTY OF MONROE)

On this 3rd day of October, 2002, personally appeared before me David Ludwig, in his capacity as Mayor of the City of Milan, and Sherry Steinwedel, in her capacity as Clerk of the City of Milan, who did sign and agree to the terms of this Agreement on behalf of the City of Milan.

Candy S. Hines CANDY S HINES
Notary Public

monroe County, Michigan

My Commission Expires: 05-04-06

Public Hearing in Milan Township held on August 8, 2002.

Public Hearing in the City of Milan held on August 12, 2002.

No referendum petition was received by The City of Milan or Milan Township.

Drafted by:

William B. Beach, Esq.
Miller, Canfield, Paddock and Stone, PLC
150 West Jefferson, Suite 2500
Detroit, Michigan 48226
(313) 496-7616

EXHIBIT 1A-"COMBINED PARCEL"

**DESCRIPTION OF A 98.17 ACRE PARCEL OF LAND IN THE NORTHEAST ¼ OF SECTION 3,
T5S, R6E, MILAN TOWNSHIP, MONROE COUNTY, MICHIGAN.**

BEGINNING at the North 1/4 corner of Section 3, T5S, R6E, Milan Township, Monroe County, Michigan; thence S89°34'49"E 62.24 feet along the North line of said Section 3 and the South line of Section 34, T4S, R6E, York Township, Washtenaw County, Michigan to the South 1/4 corner of said Section 34 as monumented; thence S89°35'02"E 2320.51 feet along the North line of said Section 3 and South line of said Section 34; thence S00°18'05"W 68.11 feet; thence S89°24'55"E 311.50 feet; thence S00°18'05"W 68.11 feet along the East line of said Section 3 and the centerline of Platt Road (66 feet wide); thence N89°24'55"W 311.50 feet; thence S00°18'05"W 68.11 feet; thence S89°35'02"E 311.50 feet; thence S00°18'05"W 430.36 feet along said East line of Section 3 and said centerline; thence N89°40'35"W 1343.67 feet along the South line of the North 1/2 of the Northeast 1/4 of the Northeast 1/4 of said Section 3; thence S00°00'34"E 1943.48 feet along the East line of the West 1/2 of the Northeast 1/4 of said Section 3; thence N89°57'02"W 1333.14 feet along the Southerly Right-of-Way line of Redman Road (66.00 feet wide); thence N00°19'05"W 2589.04 feet along the North-South 1/4 line of said Section 3 to the Place of Beginning, being part of the Northeast 1/4 of said Section 3, containing 98.17 acres of land, more or less, being subject to a Right-of-Way to the State of Michigan over the Southerly 66.00 feet thereof as recorded in Liber 246, Page 390, being subject to the rights of the public over the Easterly 33.00 feet thereof for said Platt Road, and being subject to other easements and restrictions of record, if any.

PAGE 260
LIBER 2367
2367 260 14

EXHIBIT 1B- "SCHOOL PROPERTY A"

Commencing at the North $\frac{1}{4}$ corner of Section 3, T5S, R6E, Milan Township, Monroe County, Michigan; thence S00°19'05"E 639.09 feet along the North-South $\frac{1}{4}$ line of said Section 3 for a PLACE OF BEGINNING; thence S89°40'35"E 1343.67 feet along the South line of the North $\frac{1}{2}$ of the Northeast $\frac{1}{4}$ of the Northeast $\frac{1}{4}$ of said Section 3; thence S00°00'34"E 1943.48 feet along the East line of the West $\frac{1}{2}$ of the Northeast $\frac{1}{4}$ of said Section 3; thence N89°57'02"W 1333.14 feet along the Southerly right-of-Way line of Redman Road (66 feet wide); thence N00°19'05"W 1949.95 feet along the North-South $\frac{1}{4}$ line of said Section 3 to the Place of Beginning, being part of the Northeast $\frac{1}{4}$ of said Section 3, containing 59.81 acres of land, more or less, being subject to a Right-of-Way to the State of Michigan over the Southerly 66.00 feet thereof as recorded in Liber 246, Page 390, and being subject to easements and restrictions of record, if any.

PAGE 261

LIBER 2367



EXHIBIT 1C- "EDDY PROPERTY"

Commencing at the Northeast corner of Section 3, T5S, R6E, Milan Township, Monroe County, Michigan; thence S00°18'05"W 70.09 feet along the East line of said Section 3 and the centerline of Platt Road (66 feet wide) for a PLACE OF BEGINNING; thence continuing S00°18'05"W 68.11 feet along said East line of Section 3; thence N89°24'55"W 311.50 feet; thence N00°18'05"E 68.11 feet; thence S89°24'55"E 311.50 feet to the Place of Beginning, being part of the Northeast ¼ of said Section 3, containing 0.49 acres of land, more or less, being subject to the rights of the public over the Easterly 33.00 feet thereof for said Platt Road, and being subject to easements and restrictions of record, if any.

PAGE 262
LIBER 2367
REC-37, 2022, 16

EXHIBIT 1D- "SCHOOL PROPERTY B"

BEGINNING at the North ¼ corner of Section 3, T5S, R6E, Milan Township, Monroe County, Michigan; thence S89°34'49"E 62.24 feet along the North line of said Section 3 and the South line of Section 34, T4S, R6E, York Township, Washtenaw County, Michigan to the South ¼ corner of said Section 34 as monumented; thence S89°35'02"E 1284.89 feet along the North line of said Section 3 and the South line of said Section 34; thence S00°00'34"E 636.88 feet along the East line of the West ½ of the Northeast ¼ of said Section 3; thence N89°40'35"W 1343.67 feet along the South line of the North ½ of the Northeast ¼ of the Northeast ¼ of said Section 3; thence N00°19'05"W 639.09 feet along the North-South 1/4 line of said Section 3 to the Place of Beginning, being part of the Northeast ¼ of said Section 3, containing 19.70 acres of land, more or less, and being subject to easements and restrictions of record, if any.

PAGE 263

LIBER 2367



02367 263 17

EXHIBIT 1E- "DINDOFFER PROPERTY"

Commencing at the North ¼ corner of Section 3, T5S, R6E, Milan Township, Monroe County, Michigan; thence S89°34'49"E 62.24 feet along the North line of said Section 3 and the South line of Section 34, T4S, R6E, York Township, Washtenaw County, Michigan to the South ¼ corner of said Section 34 as monumented; thence S89°35'02"E 1284.89 feet along the North line of said Section 3 and the South line of said Section 34 for a PLACE OF BEGINNING; thence continuing along said North line of Section 3 and said South line of Section 34 S89°35'02"E 1035.62 feet; thence S00°18'05"W 204.33 feet; thence S89°35'02"E 311.50 feet; thence S00°18'05"W 430.36 feet along the East line of said Section 3 and the centerline of Platt Road (66 feet wide); thence N89°40'35"W 1343.67 feet along the South line of the North ½ of the Northeast ¼ of the Northeast ¼ of said Section 3; thence N00°00'34"W 636.88 feet along said East line of the West ½ of the Northeast ¼ of said Section 3 to the Place of Beginning, being part of the Northeast ¼ of said Section 3, containing 18.18 acres of land, more or less, being subject to the rights of the public over the Easterly 33.00 feet thereof for said Platt Road, and being subject to easements and restrictions of record, if any.

PAGE 264

LIBER 2367



EXHIBIT B
DINDOFFER PROPERTY

Commencing at the North $\frac{1}{4}$ corner of Section 3, T5S, R6E, Milan Township, Monroe County, Michigan; thence S89°34'49"E 62.24 feet along the North line of said Section 3 and the South line of Section 34, T4S, R6E, York Township, Washtenaw County, Michigan to the South $\frac{1}{4}$ corner of said Section 34 as monumented; thence S89°35'02"E 1284.89 feet along the North line of said Section 3 and the South line of said Section 34 for a PLACE OF BEGINNING; thence continuing along said North line of Section 3 and said South line of Section 34 S89°35'02"E 1035.62 feet; thence S00°18'05"W 204.33 feet; thence S89°35'02"E 311.50 feet; thence S00°18'05"W 430.36 feet along the East line of said Section 3 and the centerline of Platt Road (66 feet wide); thence N89°40'35"W 1343.67 feet along the South line of the North $\frac{1}{2}$ of the Northeast $\frac{1}{4}$ of the Northeast $\frac{1}{4}$ of said Section 3; thence N00°00'34"W 636.88 feet along said East line of the West $\frac{1}{2}$ of the Northeast $\frac{1}{4}$ of said Section 3 to the Place of Beginning, being part of the Northeast $\frac{1}{4}$ of said Section 3, containing 18.18 acres of land, more or less, being subject to the rights of the public over the Easterly 33.00 feet thereof for said Platt Road, and being subject to easements and restrictions of record, if any.

37970091.2/060715.00019

CITY OF MILAN
BILLS PAYABLE & PAYROLL
10-Aug-21

PAYROLL:

07/14/2021 Special Payroll #930	\$4,387.43
07/16/2021 Special Payroll #931	\$4,075.25
07/23/2021 Regular Payroll #932	\$96,364.93
07/28/2021 Council Payroll #933	\$6,122.65
08/06/2021 Regular Payroll #934	\$87,932.71

TOTAL PAYROLL	\$198,882.97
----------------------	---------------------

ACCOUNTS PAYABLE:

07/26/2021 Accounts Payable	\$301,935.49
08/01/2021 USDA Debt Service Payment	\$99,188.75

TOTAL PAYABLES	\$401,124.24
-----------------------	---------------------

GRAND TOTAL	<u>\$600,007.21</u>
--------------------	----------------------------

08/05/2021 03:20 PM		INVOICE GL DISTRIBUTION REPORT		Page: 1/5	
User: FINCH		EXP CHECK RUN DATES 07/28/2021 - 08/10/2021			
DB: Milan		BOTH JOURNALIZED AND UNJOURNALIZED			
		BOTH OPEN AND PAID			
GL Number	Invoice Line Desc	Vendor	Invoice Description	Amount	Check #
Fund 101 GENERAL FUND					
Dept 100.000 LEGISLATIVE					
101-100.000-818.000	CONTRACTUAL SERVICES	LORI NEMETH PHOTOGRAPHY	MILAN CITY COUNCIL PICTURES JULY 2021	275.00	52458
101-100.000-870.000	TAX CHARGEBACKS	WASHTENAW COUNTY TREASUR	TAX CHARGEBACK-PRE-WASHTENAW COUNTY M	36.07	
Total For Dept 100.000 LEGISLATIVE				311.07	
Dept 171.000 ADMINISTRATIVE					
101-171.000-716.000	HOSP/DENTAL/MM/OPTICAL	MUTUAL OF OMAHA INSURANC	AUGUST 2021 INSURANCE PREMIUM	(107.52)	52459
Total For Dept 171.000 ADMINISTRATIVE				(107.52)	
Dept 191.000 CLERK/ELECTIONS					
101-191.000-716.000	HOSP/DENTAL/MM/OPTICAL	MUTUAL OF OMAHA INSURANC	AUGUST 2021 INSURANCE PREMIUM	861.77	52459
Total For Dept 191.000 CLERK/ELECTIONS				861.77	
Dept 209.000 ASSESSING					
101-209.000-716.000	HOSP/DENTAL/MM/OPTICAL	MUTUAL OF OMAHA INSURANC	AUGUST 2021 INSURANCE PREMIUM	46.85	52459
Total For Dept 209.000 ASSESSING				46.85	
Dept 260.000 TREASURER/FINANCE					
101-260.000-716.000	HOSP/DENTAL/MM/OPTICAL	MUTUAL OF OMAHA INSURANC	AUGUST 2021 INSURANCE PREMIUM	113.70	52459
Total For Dept 260.000 TREASURER/FINANCE				113.70	
Dept 263.000 INFORMATION TECHNOLOGY					
101-263.000-716.000	HOSP/DENTAL/MM/OPTICAL	MUTUAL OF OMAHA INSURANC	AUGUST 2021 INSURANCE PREMIUM	82.93	52459
101-263.000-740.000	OPERATING SUPPLIES	CDW GOVERNMENT, INC	REMOTE WORK EQUIP/C.M. LICENSE	815.80	
101-263.000-740.000	OPERATING SUPPLIES	CDW GOVERNMENT, INC	DISPATCH BATTERY BACKUP	203.82	
101-263.000-818.000	CONTRACTUAL SERVICES	COMCAST	COMCAST UNIVERSAL 7/15-8/14/21	3,228.34	
101-263.000-818.000	CONTRACTUAL SERVICES	REAL WORLD IT INC	CONTRACTED IT SUPPORT 7-16-21	1,000.00	
101-263.000-818.000	CONTRACTUAL SERVICES	US SIGNAL COMPANY, LLC	HOSTED OFFSITE BACK UP - IT DEPT	209.61	
101-263.000-819.000	COMPUTER SERVICES	CDW GOVERNMENT, INC	REMOTE WORK EQUIP/C.M. LICENSE	815.80	
101-263.000-850.000	COMMUNICATION	VERIZON WIRELESS	VERIZON WIRELESS TELEPHONE EXP 6/14-7	338.44	52467
101-263.000-850.000	5/24/21-6/23/21	VERIZON WIRELESS	TELEPHONE EXPENSES 5/24-7/23/21	4,722.09	
Total For Dept 263.000 INFORMATION TECHNOLOGY				11,416.83	
Dept 265.000 CITY HALL					
101-265.000-727.000	OFFICE SUPPLIES-MASTER	STAPLES BUSINESS CREDIT	PENS/COPY PAPER/TONER/NAME PLATES/BAT	923.15	
101-265.000-728.000	POSTAGE	U.S. POSTMASTER	BULK MAILING OF JULY WATER BILLS (CC1	324.30	52462
101-265.000-801.000	PROFESSIONAL SERVICES	ORCHARD, HILTZ & MCCLIME	GENERAL PROFESSIONAL SERVICES THROUGH	598.00	
101-265.000-802.000	LEGAL FEES	BARR, ANHUT & ASSOCIATES	PROFESSIONAL SERVICES FOR JULY 2021	1,500.00	
101-265.000-802.000	LEGAL FEES	MILLER, CANFIELD, PADDOC	SPECIAL ATTORNEY SERVICES FOR JULY 20	2,566.50	
101-265.000-802.000	LEGAL FEES	MILLER, CANFIELD, PADDOC	GENERAL MUNICIPAL ATTORNEY SERVICES F	4,850.00	
101-265.000-818.000	CONTRACTUAL SERVICES	BS&A SOFTWARE	FY22 BS&A SUPPORT/SERVICE 8/1/21-8/1/	5,413.00	
101-265.000-917.000	WORKMAN'S COMP	MICHIGAN MUNICIPAL LEAGU	WORKERS COMP - 2ND INSTALLMENT FY 21	3,830.00	
101-265.000-921.000	ELECTRICITY	DTE	147 WABASH ST-ELECT-6/17-7/16/21	952.91	52463
101-265.000-923.000	HEAT EXPENSES	DTE	147 WABASH ST-GAS-6/17-7/16/21	62.70	52463
Total For Dept 265.000 CITY HALL				21,020.56	
Dept 267.000 BUILDING MAINTENANCE					
101-267.000-936.000	REPAIR & MAINTENANCE-MASTER	ARAMARK	BLANKETS/MATS/MOPS FOR THE POLICE DEP	491.79	
101-267.000-936.000	REPAIR & MAINTENANCE-MASTER	ARAMARK	MATS/MOPS/MOP SOLUTION FOR THE CENTER	304.44	
101-267.000-936.000	REPAIR & MAINTENANCE-MASTER	ARAMARK	APRONS/MATS/MOPS/ROLL & SHOP TOWELS/U	148.25	
101-267.000-936.000	REPAIR & MAINTENANCE-MASTER	RINGBLOOM ELECTRICAL CON	CITY HALL LED LIGHTING CHANGE OUT PHA	450.00	
Total For Dept 267.000 BUILDING MAINTENANCE				1,394.48	

08/05/2021 03:20 PM		INVOICE GL DISTRIBUTION REPORT			Page: 2/5	
User: FINCH		EXP CHECK RUN DATES 07/28/2021 - 08/10/2021				
DB: Milan		BOTH JOURNALIZED AND UNJOURNALIZED				
		BOTH OPEN AND PAID				
GL Number	Invoice Line Desc	Vendor	Invoice Description	Amount	Check #	
Fund 101 GENERAL FUND						
Dept 301.000 POLICE						
101-301.000-716.000	HOSP/DENTAL/MM/OPTICAL	MUTUAL OF OMAHA INSURANC	AUGUST 2021 INSURANCE PREMIUM	1,123.37	52459	
101-301.000-741.000	GAS, FUEL, OIL	MILAN AREA SCHOOL DISTRI	FY 21 Q4 FUEL PURCHASES-APR-JUNE 2021	4,731.91		
101-301.000-758.000	UNIFORM REPLACEMENT ALLOWANCE	EAGLE ENGRAVING, INC	LIFESAVING MEDAL-OFFICER PRUSAITIS	108.95		
101-301.000-758.000	UNIFORM REPLACEMENT ALLOWANCE	GALLS INCORPORATED	EQUIPMENT: OFFICER PRUSAITIS	90.65		
101-301.000-758.000	UNIFORM REPLACEMENT ALLOWANCE	GALLS INCORPORATED	EQUIPMENT; CUFFS FOR OFFICER PRUSAIT	66.70		
101-301.000-760.300	NEW POLICE VEHICLE	SKY AUTO SALES	NEW VEHICLE PURCHASE FOR THE POLICE D	20,000.00	52461	
101-301.000-760.500	PROGRAM COSTS - K9 UNIT	CHRISTOPHER KISH	TO REIMB FOR PURCH OF K-9 EQUIPMENT	46.78		
101-301.000-806.000	SAFETY AND HEALTH	MICHIGAN URGENT CARE 001	EXAM TO PERFORM PHYSICAL FITNESS TEST	177.00	52466	
101-301.000-818.000	CONTRACTUAL SERVICES	OAKLAND COUNTY	CLEMIS FEES APR-JUN 2021	6,915.46		
101-301.000-932.000	REPAIR & MAINTENANCE	MULLINS AUTO SUPPLY	BRAKE SERVICE ON 2018 FORD EXPLORER-P	697.26		
101-301.000-932.000	REPAIR & MAINTENANCE	MULLINS AUTO SUPPLY	OIL CHANGE VEHICLE 3-18-POLICE DEPT	48.92		
101-301.000-932.000	REPAIR & MAINTENANCE	MULLINS AUTO SUPPLY	VEHICLE 413 MAINTENANCE-HEADLIGHTS-PO	26.98		
101-301.000-932.000	REPAIR & MAINTENANCE	ZOLL MEDICAL CORPORATION	AED ELECTRODES FOR THE POLICE DEPT	207.00		
Total For Dept 301.000 POLICE				34,240.98		
Dept 371.000 BUILDING DEPARTMENT						
101-371.000-716.000	HOSP/DENTAL/MM/OPTICAL	MUTUAL OF OMAHA INSURANC	AUGUST 2021 INSURANCE PREMIUM	46.85	52459	
101-371.000-818.000	CONTRACTUAL SERVICES	DAVID TUBBS	JUNE 2021 ELECTRICAL INSPECTIONS	520.00		
101-371.000-818.000	CONTRACTUAL SERVICES	DAVID TUBBS	JULY 2021 ELECTRICAL INSPECTIONS	280.00		
101-371.000-818.000	CONTRACTUAL SERVICES	JEFFREY FELDKAMP	JULY 2021 MECH/BLDG/PLUMBING INSPECTI	960.00		
101-371.000-818.000	CONTRACTUAL SERVICES	JOE RINGBLOOM	JULY 2021 ELECTRICAL INSPECTIONS	200.00		
Total For Dept 371.000 BUILDING DEPARTMENT				2,006.85		
Dept 441.000 DEPARTMENT OF PUBLIC WORKS						
101-441.000-716.000	HOSP/DENTAL/MM/OPTICAL	MUTUAL OF OMAHA INSURANC	AUGUST 2021 INSURANCE PREMIUM	43.64	52459	
101-441.000-741.000	GAS, FUEL, OIL	MILAN AREA SCHOOL DISTRI	DPW FUEL PURCHASES APRIL-JUNE 2021	1,591.44		
101-441.000-818.000	CONTRACTUAL SERVICES	ARAMARK	UNIFORMS FOR THE DPW	24.15		
101-441.000-818.000	CONTRACTUAL SERVICES	ARAMARK	APRONS/MATS/MOPS/ROLL & SHOP TOWELS/U	65.54		
101-441.000-818.000	CONTRACTUAL SERVICES	COMCAST	CABLE SERVICE FOR THE DPW 7/19-8/18/2	314.02		
101-441.000-818.000	CONTRACTUAL SERVICES	HEATH LAWN CARE	SERV FOR WK OF 8/15 & 8/22 WK #'S 25	5,484.62		
101-441.000-921.000	ELECTRICITY	DTE	460 SQUIRES DR-ELECT-6/17-7/16/21	16.34	52463	
101-441.000-921.000	ELECTRICITY	DTE	400 S PLATT RD-SIREN-ELECT-6/17-7/16/	14.95	52463	
101-441.000-921.000	ELECTRICITY	DTE	455 SQUIRES DR-ELECT-6/17-7/16/21	502.22	52463	
101-441.000-921.000	ELECTRICITY	DTE	505 REDMAN # SIGNAL-ELECT-6/23-7/22/2	2.85	52463	
101-441.000-921.000	ELECTRICITY	DTE	13225 SANFORD RD-ELECT-6/22-7/21/21	20.46	52463	
101-441.000-922.000	LIBRARY/NURSERY/FIRE BARN UTILI	DTE	51 NECKEL CT-GAS-6/17-7/16/21	39.78	52463	
101-441.000-922.100	STREET LIGHTING	DTE	659 RICHARDS BLVD-ELECT-6/17-7/16/21	199.08	52463	
101-441.000-922.100	STREET LIGHTING	DTE	39 NECKEL CT-ELECT-6/17-7/16/21	98.94	52463	
101-441.000-922.100	STREET LIGHTING	DTE	55 NECKEL CT-ELECT-6/17-7/16/21	309.80	52463	
101-441.000-922.100	STREET LIGHTING	DTE	55 NECKEL CT-ELECT-6/17-7/16/21	38.41	52463	
101-441.000-922.100	STREET LIGHTING	DTE	26 W MAIN ST-ELECT-6/25-7/26/21	102.96		
101-441.000-922.100	STREET LIGHTING	DTE	120 PARK LN-ELECT-6/25-7/26/21	16.95		
101-441.000-922.100	STREET LIGHTING	DTE	52 WABASH ST-ELECT-6/25-7/26/21	83.30		
101-441.000-922.100	STREET LIGHTING	DTE	41 WABASH ST-ELECT-6/25-7/26/21	58.03		
101-441.000-922.100	STREET LIGHTING	DTE	24 TOLAN ST-ELECT-6/25-7/26/21	107.58		
101-441.000-922.100	STREET LIGHTING	DTE	1104 DEXTER ST-ELECT-6/26-7/27/21	59.27		
101-441.000-922.100	STREET LIGHTING	DTE	898 DEXTER ST-ELECT-6/26-7/27/21	60.14		
101-441.000-922.100	STREET LIGHTING	DTE	896 DEXTER ST-ELECT-6/26-7/27/21	57.46		
101-441.000-922.100	STREET LIGHTING	DTE	202 COUNTY ST-ELECT-6/26-7/27/21	71.04		
101-441.000-922.100	STREET LIGHTING	DTE	1102 DEXTER ST-ELECT-6/26-7/27/21	44.99		
101-441.000-922.100	STREET LIGHTING	DTE	340 LAFAYETTE AVE-ELECT-6/26-7/27/21	54.81		
101-441.000-923.000	HEAT EXPENSES	DTE	455 SQUIRES DR-GAS-6/17-7/16/21	34.99	52463	
101-441.000-923.000	HEAT EXPENSES	DTE	460 SQUIRES DR-GAS-6/17-7/16/21	34.99	52463	

Page 188

08/05/2021 03:20 PM

User: FINCH

DB: Milan

EXP CHECK RUN DATES 07/28/2021 - 08/10/2021

BOTH JOURNALIZED AND UNJOURNALIZED

BOTH OPEN AND PAID

Page: 3/5

INVOICE GL DISTRIBUTION REPORT

GL Number	Invoice Line Desc	Vendor	Invoice Description	Amount	Check #
Fund 101 GENERAL FUND					
Dept 441.000 DEPARTMENT OF PUBLIC WORKS					
101-441.000-923.000	HEAT EXPENSES	DTE	50 NECKEL CT-GAS-6/17-7/16/21	34.99	52463
101-441.000-932.000	REPAIR & MAINTENANCE	LATHAMS DOWNTOWN HARDWAR	TEMPORARY SIGNS FOR THE DPW	6.36	
101-441.000-932.000	REPAIR & MAINTENANCE	M-50 TRUCK & AUTO	REPLACEMENT BATTERY FOR THE CHIPPER-D	147.79	
101-441.000-932.000	REPAIR & MAINTENANCE	MILAN ACE HARDWARE	EQUIPMENT TIE DOWN FOR DPW	19.99	
101-441.000-932.000	REPAIR & MAINTENANCE	MILAN ACE HARDWARE	MSTR KEY/REEL STRINGLINR FOR DPW	22.95	
101-441.000-932.000	REPAIR & MAINTENANCE	MILAN ACE HARDWARE	KEEP OF GRASS TEMPORARY SIGNS-DPW	14.32	
101-441.000-932.000	REPAIR & MAINTENANCE	MULLINS AUTO SUPPLY	FUEL LINE FEED FOR CHEVY SILVERADO 35	197.09	
101-441.000-932.000	REPAIR & MAINTENANCE	MULLINS AUTO SUPPLY	PORTABLE AIR TANK FOR THE DPW	67.49	
Total For Dept 441.000 DEPARTMENT OF PUBLIC WORKS				10,063.73	
Dept 751.000 PARKS & RECREATION					
101-751.000-671.100	SR/COMM CENTER RENTAL DEPOSITS	MARLA CONKIN	RENTAL DEP REFUND FOR GRT RM RENTAL O	200.00	
101-751.000-740.000	OPERATING SUPPLIES	BLUE WATER RAMBLERS	CONCERT IN THE PARK BAND FOR 7/29/21	500.00	52457
101-751.000-740.000	OPERATING SUPPLIES	LARRY ROTHMAN	CONCERT IN THE PARK BAND FOR 8/12/21	500.00	52465
101-751.000-740.000	OPERATING SUPPLIES	ANDREW PATALAN	CONCERT IN THE PARK BAND FOR 8/5/21	500.00	
101-751.000-740.000	OPERATING SUPPLIES	ARTHUR LITTSEY	CONCERT IN THE PARK BAND FOR 8/19/21	500.00	
101-751.000-931.000	REPAIR & MAINTENANCE-PARKS	MILAN ACE HARDWARE	FASTENERS TO REPAIR A-FRAME SIGN-P &	1.40	
Total For Dept 751.000 PARKS & RECREATION				2,201.40	
Total For Fund 101 GENERAL FUND				83,570.70	
Fund 202 MAJOR STREET FUND					
Dept 172.000					
202-172.000-716.000	HOSP/DENTAL/MM/OPTICAL	MUTUAL OF OMAHA INSURANC	AUGUST 2021 INSURANCE PREMIUM	50.04	52459
Total For Dept 172.000				50.04	
Total For Fund 202 MAJOR STREET FUND				50.04	
Fund 203 LOCAL STREET FUND					
Dept 172.000					
203-172.000-716.000	HOSP/DENTAL/MM/OPTICAL	MUTUAL OF OMAHA INSURANC	AUGUST 2021 INSURANCE PREMIUM	50.04	52459
Total For Dept 172.000				50.04	
Total For Fund 203 LOCAL STREET FUND				725.04	
Fund 226 RUBBISH COLLECTION					
Dept 521.000 SANITATION/COMPOST/RECYCLE					
226-521.000-818.000	CONTRACTUAL SERVICES	STEVENS DISPOSAL & RECYC	DUMPSTER SERVICES FOR AUGUST 2021	8,314.63	
226-521.000-818.000	CONTRACTUAL SERVICES	STEVENS DISPOSAL & RECYC	CONTRACTUAL SERVICES FOR AUG 2021	36,318.34	
Total For Dept 521.000 SANITATION/COMPOST/RECYCLE				44,632.97	
Total For Fund 226 RUBBISH COLLECTION				44,632.97	
Fund 405 CAPITAL PROJECT - SPLASH PAD					
Dept 900.000 CAPITAL OUTLAY/FIXED ASSET EXPENDITURES					
405-900.000-970.405	SPLASH PAD PROJECT EXPENDITURES	A.D.S. DRAIN CLEANING EX	INSTALLATION OF WTR SUPPLY FOR SPLASH	6,800.00	
405-900.000-970.405	SPLASH PAD PROJECT EXPENDITURES	MICHIGAN PIPE & VALVE	SPLASH PAD WATER SUPPLY PARTS	8,365.81	
405-900.000-970.405	SPLASH PAD PROJECT EXPENDITURES	PENCHURA LLC	SPLASH PAD EQUIP FINAL PAYMENT	94,100.00	
405-900.000-970.405	SPLASH PAD PROJECT EXPENDITURES	SALIENT LANDSCAPING, INC	TOP SOIL FOR SPLASH PAD AT WILSON PAR	750.00	

08/05/2021 03:20 PM		INVOICE GL DISTRIBUTION REPORT		Page: 4/5	
User: FINCH		EXP CHECK RUN DATES 07/28/2021 - 08/10/2021			
DB: Milan		BOTH JOURNALIZED AND UNJOURNALIZED			
		BOTH OPEN AND PAID			
GL Number	Invoice Line Desc	Vendor	Invoice Description	Amount	Check #
Fund 405 CAPITAL PROJECT - SPLASH PAD					
Dept 900.000 CAPITAL OUTLAY/FIXED ASSET EXPENDITURES					
Total For Dept 900.000 CAPITAL OUTLAY/FIXED ASSET EXP				110,015.81	
Total For Fund 405 CAPITAL PROJECT - SPLASH PAD				110,015.81	
Fund 592 WATER/SEWER FUND					
Dept 556.000 WATER - PRODUCTION					
592-556.000-716.000	HOSP/DENTAL/MM/OPTICAL	MUTUAL OF OMAHA INSURANC	AUGUST 2021 INSURANCE PREMIUM	100.80	52459
592-556.000-758.000	UNIFORM REPLACEMENT ALLOWANCE	ZACHARY WURSTER	BOOT ALLOWANCE 7/17/21	227.89	
592-556.000-818.000	CONTRACTUAL SERVICES	ARAMARK	UNIFORMS FOR THE DPW	24.15	
592-556.000-818.000	CONTRACTUAL SERVICES	ARAMARK	APRONS/MATS/MOPS/ROLL & SHOP TOWELS/U	65.54	
592-556.000-818.000	CONTRACTUAL SERVICES	F&V OPERATIONS & RESOURC	WTP & WWTP OPERATIONS SERVICES-AUG 20	10,785.06	
592-556.000-821.000	CONTRACTUAL SERV.-ENGINEERING	ORCHARD, HILTZ & MCCLIME	GIS SERVICES THROUGH 5/29/21	120.00	
592-556.000-922.000	LIBRARY/NURSERY UTILITIES	DTE	25 PARK LN-GAS-6/25-7/26/21	34.99	
592-556.000-922.000	LIBRARY/NURSERY UTILITIES	DTE	25 PARK LN-ELECT-6/25-7/26/21	26.22	
Total For Dept 556.000 WATER - PRODUCTION				11,384.65	
Dept 567.000 SEWER - TREATMENT					
592-567.000-716.000	HOSP/DENTAL/MM/OPTICAL	MUTUAL OF OMAHA INSURANC	AUGUST 2021 INSURANCE PREMIUM	183.45	52459
592-567.000-818.000	CONTRACTUAL SERVICES	F&V OPERATIONS & RESOURC	WTP & WWTP OPERATIONS SERVICES-AUG 20	30,695.94	
592-567.000-821.000	CONTRACTUAL SERV.-ENGINEERING	ORCHARD, HILTZ & MCCLIME	GENERAL PROFESSIONAL SERVICES THROUGH	2,211.00	
592-567.000-921.000	ELECTRICITY	DTE	154 NECKEL CT-ELECT-6/17-7/16/21	14.95	52463
592-567.000-921.000	ELECTRICITY	DTE	308 W MAIN ST-ELECT-6/22-7/21/21	98.43	52463
592-567.000-921.000	ELECTRICITY	DTE	381 EVERETT ST-ELECT-6/22-7/21	169.43	52463
592-567.000-921.000	ELECTRICITY	DTE	320 W MAIN ST-ELECT-6/22-7/21/21	18.07	52463
592-567.000-921.000	ELECTRICITY	DTE	1145 MARVIN ST-GAS & ELECT-5/14-7/14/	154.02	52463
592-567.000-921.000	ELECTRICITY	DTE	588 ASHER PASS-ELECT-6/23-7/22/21	105.09	
592-567.000-921.000	ELECTRICITY	DTE	322 ANN MARIE DR-ELECT-6/29-7/28/21	55.38	
592-567.000-921.000	ELECTRICITY	DTE	75 GUMP LK RD-ELECT-6/22-7/20/21	8,254.52	
592-567.000-921.000	ELECTRICITY	DTE	210 CHERRY ST-GAS & ELECT-6/24-7/23/2	99.34	
592-567.000-921.000	ELECTRICITY	DTE	1160 NORTH ST-GAS & ELECT-6/23-7/22/2	169.96	
592-567.000-923.000	HEAT EXPENSES	DTE	100 NECKEL CT-GAS-6/17-7/16/21	60.80	52463
592-567.000-923.000	HEAT EXPENSES	DTE	381 EVERETT-GENERATOR-GAS-6/22-7/21/2	39.25	52463
592-567.000-923.000	HEAT EXPENSES	DTE	1145 MARVIN ST-GAS & ELECT-5/14-7/14/	107.87	52463
592-567.000-923.000	HEAT EXPENSES	DTE	210 CHERRY ST-GAS & ELECT-6/24-7/23/2	34.99	
592-567.000-923.000	HEAT EXPENSES	DTE	1160 NORTH ST-GAS & ELECT-6/23-7/22/2	57.34	
592-567.000-923.000	HEAT EXPENSES	DTE	588 ASHER PASS-GAS-6/23-7/22/21	34.99	
592-567.000-932.250	EMERGENCY REPAIRS	UTILITIES INSTRUMENTATIO	VFD INSTALLATION AT THE WWTP SERVICES	3,139.86	
592-567.000-932.250	EMERGENCY REPAIRS	UTILITIES INSTRUMENTATIO	VFD INSTALLATION AT WWTP SERVICES THR	4,593.35	
Total For Dept 567.000 SEWER - TREATMENT				50,298.03	
Total For Fund 592 WATER/SEWER FUND				61,682.68	
Fund 900 CAPITAL IMPROVEMENT FUND					
Dept 900.000 CAPITAL OUTLAY/FIXED ASSET EXPENDITURES					
900-900.000-970.263	CAPITAL OUTLAY - IT EQUIP	YOUR WIRED SOLUTIONS LLC	CAMERA PROJECT PREP-POLICE DEPT	1,258.25	
Total For Dept 900.000 CAPITAL OUTLAY/FIXED ASSET EXP				1,258.25	
Total For Fund 900 CAPITAL IMPROVEMENT FUND				1,258.25	

GL Number	Invoice Line Desc	Vendor	Invoice Description	Amount	Check #
Fund Totals:					
Fund 101 GENERAL FUND				83,570.70	
Fund 202 MAJOR STREET				50.04	
Fund 203 LOCAL STREET				725.04	
Fund 226 RUBBISH COLLE				44,632.97	
Fund 405 CAPITAL PROJE				110,015.81	
Fund 592 WATER/SEWER F				61,682.68	
Fund 900 CAPITAL IMPRO				1,258.25	
Total For All Funds:				301,935.49	