

**SUMMARY REPORT TO MANAGER**  
for City Council Meeting of June 26, 2006

**SUBJECT:** PROPOSED CITY MANAGER SELECTION PROCESS

**RESOLUTION SUMMARY:** This resolution approves an expenditure to engage a professional executive recruitment firm to fill the position of City Manager and authorizes the City Manager to accept this proposal and issue the necessary purchase order.

**ITEMS ATTACHED:**

1. Letter of transmittal with attachments
2. Resolution

**COUNCIL ACTION:**

1. 3/5 vote required to approve resolution

Bruce A. Johnson  
Mayor  
June 26, 2006



City Hall • 333 West Ellsworth Street • Midland, Michigan 48640-5132 • 989.837.3300 • 989.835.2717 Fax • [www.midland-mi.org](http://www.midland-mi.org)

June 26, 2006

Citizens of Midland  
Midland, Michigan

RE: City Manager Selection Process

Dear Citizens:

On May 30, City Manager Karl Tomion advised the City Council individually of his intent to retire and be a candidate for a similar position in another community. Subsequently, the City Council scheduled a special meeting to review Karl's performance in a closed session, at his request, to discuss the reasons he was applying to be the city manager of Port Huron. Since those have been covered extensively in the media, I will not repeat them. I will say that the City Council made it very clear that if this opportunity did not work out for Karl that we wished to retain him as Midland's city manager.

We did ask for him to give some thought to a process that we could follow to replace him.

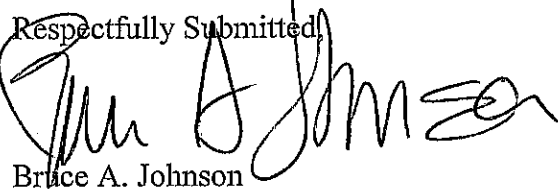
Karl arranged a meeting for Tom Adams and myself today with The PAR Group, represented by G. Stevens Bernard, the former city manager of Grand Rapids. Mr. Bernard has worked previously for the City and most recently was responsible for the process in recruiting Leonardo Garcia as Midland's Fire Chief.

Mr. Bernard outlined a process to seek a new city manager that is attached along with various references from Mr. Bernard personally, as well as The PAR Group. This would be a two-step process. The first step would be to undertake an interview of the City Council, department heads, and key staff to determine the profile for and expectations of Midland's next city manager. This process would cost approximately \$4,000. The second step would be to prepare a recruitment profile and conduct a national search. These services would cost approximately an additional \$16,000, or \$20,000 total.

Tom and I are recommending that we accept the proposal from The PAR Group to undertake the first phase of this process and ask them to report back to the City Council at our regular meeting on July 24.

At that point, the City Council would be in position to make a decision on how it plans to proceed based on the input it receives from the community and the staff.

As we are meeting tonight, the Port Huron City Council is considering an employment agreement with Karl. If they approve that agreement, it is Karl's intention to begin his work in Port Huron on Monday, August 7. It is our recommendation that the City Council adopt the attached resolution implementing the first phase of this proposed process.

Respectfully Submitted,  
  
Bruce A. Johnson  
Mayor

Attachment

cc: City Council



## THE PAR GROUP

Paul A. Reaume, Ltd.  
Public  
Management Consultants

Celebrating Over 30 Years Service  
to a National Clientele

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100 North Waukegan Road, Suite 211  
Lake Bluff, Illinois 60044-1694  
TEL 847/234-0005  
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June 12, 2006

### VIA COURIER DELIVERY

The Honorable Bruce A. Johnson, Mayor  
and Members of the City Council  
City of Midland  
333 W. Ellsworth  
Midland, MI 48640

Dear Mayor Johnson and Council Members:

We are pleased to respond to your request for our firm to propose how we can assist the City of Midland in the successful recruitment, screening, interviewing and selection of Candidates from which the City Council may appoint a City Manager. We were privileged to assist the City in recruitments for Fire Chief and Director of Human Resources in 2002 and would be pleased to again be of assistance.

The PAR Group - Paul A. Reaume, Ltd. consults exclusively in the public sector, serving the needs of local government nationwide with corporate offices located in suburban Chicago. The PAR Group was founded by Paul A. Reaume, a former City Manager who provided consulting search services to local governments nationwide continuously for thirty years. Robert A. Beezat, also a former City Manager and long-time associate of Paul Reaume, has succeeded Mr. Reaume as President of the firm. Mr. Beezat is leading the firm forward in the same traditions of excellence and integrity established by Paul Reaume in 1972.

Our Principals have over 240 years' cumulative operations and consulting experience in the field of local government, and have conducted a large number and variety of local government and not-for-profit recruitments for a national clientele. Clients have included local governments of under 5,000 to over one million population, with budget responsibilities exceeding several billion dollars. The firm's quality of work and sensitivity to Clients' needs and concerns are recognized hallmarks—our firm was a pioneer in local government recruitment and is considered a leader in the public management consulting field. We have *never* failed to recommend a group of qualified Candidates for Client consideration.

### Experience

We have conducted executive recruitments throughout the United States and have successfully completed more local government recruitments in the Midwest than any other firm (please see enclosed Client List). We have worked successfully with a wide variety of elected and appointed Officials in local government. For example, we have conducted City Manager recruitments for the Michigan municipalities of Auburn Hills, Benton Harbor, Brighton, East Lansing, Ferndale, Grand Haven, Marquette, Marshall, Mount Clemens, Muskegon, Niles, Northville, Owosso, Port Huron, Southfield, Sterling Heights, Troy, and Wyoming. We are currently conducting a City Manager recruitment for Saginaw.

In addition to our extensive experience in recruitment of public management professionals for local governments, our firm has been *sought out* to assist related public interest associations in recruitment of top staff, including the Executive Directors for the National League of Cities (NLC), National Association of Counties (NACo), National Community Development Association (NCDA), International Institute of Municipal Clerks (IIMC), International Association of Assessing Officers (IAAO), National Association of Housing and Redevelopment Officials (NAHRO), American Public Works Association (APWA), National Association of Regional Councils (NARC), National Forum for Black Public Administrators (NFBPA), and the President of Public Technology, Inc. (PTI).

We invite you to visit our web site at [www.pargroupltd.com](http://www.pargroupltd.com) for additional information on The PAR Group and its consulting staff.

### Tailored Search Process

Our executive search process is highly professional and personalized. We will assist Midland Officials from commencement to conclusion of the assignment, until a completely acceptable Candidate is appointed to the position. We handle all of the administrative details of the entire recruitment process, so City Officials can limit their involvement to the significant, decision-making aspects of the selection process, thus minimizing interruption of attention to other on-going concerns and responsibilities.

Our executive search process would be as follows, subject to mutually agreed upon modification:

1. **Interview** the Mayor and Members of the City Council, Department Heads, and key Staff, all toward achieving clarity and consensus concerning the specific nature of duties, responsibilities and expectations of the City Manager position. If desired, we shall be pleased to conduct focus group sessions, comprised of community leadership and citizenry, in an expanded effort to determine input and feedback from such persons.

Our consultant will schedule up to three days on site in Midland for this initial interview process. The consultant will then prepare an outline summary of his findings and meet again with the City Council to present these findings. It is our understanding that the Council will then decide whether to continue with the search process.

If the decision is made to continue, interview data will be used to prepare a Recruitment Profile for approval by the City Council (Sample Recruitment Profile enclosed).

2. **Conduct** an intensive independent professional search and recruitment effort, utilizing an extensive local, regional and national contact network, *seeking out* qualified Candidates who may not otherwise have an interest in your recruitment.
3. **Place** announcements in appropriate professional publications and on the internet to provide maximum exposure of the position's career opportunity and to ensure an open recruitment process.
4. **Process** all applications received from recruitment and announcement efforts, including timely acknowledgments of receipt of application and status of recruitment information to all Applicants, on behalf of the City.
5. **Screen** all applications received, matching all Applicants' credentials with the specific criteria qualifications stated in the Recruitment Profile.
6. **Interview** prospective Final Candidates and make background inquiries and reference checks with current employer and, where appropriate, most recent prior employer, and verify claimed educational achievement.
7. **Present** a written report to the City Council on applications received for the position, including résumés and background information on those individuals considered to be most qualified and best suited for the position, recommending approximately 8 - 10 such persons for personal interview consideration.
8. **Facilitate** the selection of Candidates to be invited for personal interview and appointment consideration; we recommend that no fewer than five Candidates be interviewed.
9. **Arrange** for additional background inquiries of Candidates selected for interview, to include criminal court, credit, and motor vehicle records checks and print media searches, as desired.
10. **Provide**, if desired, personality "type" profiles of the Finalist Candidates utilizing the recognized Myers-Briggs Type Indicator® (MBTI®) Test and analysis. The MBTI results provide a means to assist Council Members in making distinctions and understanding differences of management and personal style among Candidates. The MBTI has been employed by a wide variety of users



in business, government, and training services for 40 years as a recognized tool to assist organizations to appreciate the differences of individuals and their approaches to work and interaction. MBTI results are also used in organizations to help understand and adapt to different management styles and approaches to work methods, assist in making the most of human resources, and facilitate more effective communications with peers, employees, and supervisors.

11. **Prepare** interview questions and procedure for use by the City Council, developing a process which will ensure that the same questions are asked of each Candidate and that each interview is thoroughly and consistently evaluated.
12. **Coordinate** arrangements for Candidates' travel to Midland for interviews, be present during interview sessions to facilitate effective discussion and deliberation toward the City's selection of a Final Candidate, and also assist in employment negotiation between the Final Candidate and City Officials, as desired.
13. **Notify** all Applicants of the final appointment action by the City Council, including professional background information on the successful Candidate.

**Timing**

We are prepared to undertake your assignment within 10 days to two weeks of notice to proceed. A followup meeting to discuss the findings as a result of Step #1 above would be held approximately one week after those meetings. If it is determined to follow the full search as described above, a formal Recruitment Profile will be submitted for review and approval promptly following completion of Step #1. We would be in a position to recommend Candidates to the City Council for personal interview consideration within 60 days following approval of the Recruitment Profile. Personal interview of Candidates could be conducted approximately ten days following the City Council's selection of Candidates for interview. Overall, the recruitment process—from the beginning to the date of appointment of a Candidate—should take no more than 90 days.

**Experienced Consulting Team**

All services in connection with this assignment will be performed by individuals who possess recognized municipal experience and broad executive selection judgment. Steve Bernard, Senior Vice President, will be responsible for and directly involved in your assignment. Mr. Bernard serves our Michigan clients from his office in Grand Rapids, and conducted the previous recruitments for the City of Midland. His biographical profile is enclosed.

**Fees and Costs**

Our professional fee for conducting a comprehensive, successful, and professionally oriented executive recruitment has been established at levels to be justifiable for public management recruitment paid for by public taxing bodies, our exclusive Clientele. Our fee proposal for conducting Midland's City Manager recruitment would be:

- Step 1—Initial interview process \$3,600
- Reimbursable expenses not to exceed \$550

Following the initial interviews, if the City wishes to continue with the recruitment, this payment would be credited against the cost of the full recruitment process:

- Professional fee \$15,000
- Reimbursable expenses (consultant travel, postage/shipping, telephone/fax, office support services, printing/photocopy) \$4,500
- Education verification and court/credit/motor vehicle records searches \$125 per Finalist Candidate
- Print media searches (Lexis-Nexis) \$40 per Finalist Candidate



Optional services:

- Myers-Briggs testing (see step 10 above) \$200 per Candidate

Professional announcements are generally billed to the City directly by publishers and are not included in reimbursable expenses. Our Consultants will be pleased to discuss your budget for professional announcements along with our recommendations. Candidate travel expenses for interviews are not included in the above fee proposal. The professional fee is payable in three equal payments, billed during the course of the recruitment, with the first payment for professional services due upon acceptance of our proposal, the second statement billed following recommendation of Candidates, and the final one-third billing upon completion of the recruitment assignment. Reimbursable expenses may be billed on a monthly basis.

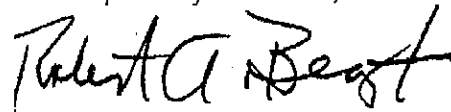
**Satisfaction Policy**

Our Client satisfaction policy provides that, should the appointed City Manager, at the request of City Officials or the Manager's own determination, leave the employ of the City within the first 12 months of appointment, we will, if desired, conduct another search for the cost of expenses and announcements only. In addition, in accordance with the policy of our firm, as well as established ethics in the executive search industry, in recognition of our Client relationship with the City of Midland, we will not recruit employees from your organization for other public management positions without your knowledge or permission.

This letter of proposal, when approved and signed, shall constitute an Agreement between us and it may not be modified except in writing by both parties. Our liability, if any, shall not be greater than the amount paid to us for professional services rendered.

Midland City Officials can be assured of responsive and personalized professional attention throughout the City Manager recruitment assignment. We enthusiastically look forward to having the opportunity to assist you in this very important staffing responsibility.

Respectfully submitted,



Robert A. Beezat, President  
 The PAR Group  
 Paul A. Reaume, Ltd.

ACCEPTED BY THE CITY OF MIDLAND, MICHIGAN

BY: \_\_\_\_\_

TITLE: \_\_\_\_\_

DATE: \_\_\_\_\_



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**REPRESENTATIVE CLIENT LIST**

**THE PAR GROUP - PAUL A. REAUME, LTD.**

**EXECUTIVE SEARCH ASSIGNMENTS**

**Clients Personally Served by Principals of the Firm**

<b>Client</b>	<b>Population</b>	<b>Recruitment</b>
<b>Arizona</b>		
City of Bullhead City (2)	27,000	Director of Public Works City Manager
City of Glendale	215,000	Deputy City Manager
League of Arizona Cities & Towns		Executive Director
City of Tucson (4)	515,000	Director of Human Resources Director of Parks and Recreation Library Director Director, Rio Nuevo Project
City of Yuma (2)	77,500	City Administrator Human Resources Manager
<b>Arkansas</b>		
Bella Vista Village Property Owners' Association (2)		Director of Public Works General Manager
City of Little Rock	170,000	City Manager
<b>California</b>		
Contra Costa County	880,000	Executive Director, Housing Authority
City of San Jose (6)	918,800	City Manager City Auditor City Attorney City Clerk Director of Policy Analysis Employee Services Director

<b>Client</b>	<b>Population</b>	<b>Recruitment</b>
<b>California, continued</b>		
City of Santa Ana (2)	225,000	City Manager Assistant City Manager
<b>Colorado</b>		
City of Arvada	89,000	City Manager
City of Aurora	194,000	City Manager
City of Boulder (2)	77,000	City Manager (2)
City of Colorado Springs	272,000	City Manager
Denver Regional Council of Governments		Executive Director
City of Englewood	30,000	Downtown Development Director
City of Fort Collins	100,000	City Manager
City of Greenwood Village	8,500	City Manager
City of Lafayette	19,500	City Administrator
City of Lakewood (5)	121,000	City Administrator (3) Director of Public Safety Director of Public Works
City of Littleton	42,500	City Manager
City of Thornton	55,000	Chief of Police
Town of Winter Park	650	Town Administrator
<b>Connecticut</b>		
Town of Bloomfield	19,500	Town Manager
Capitol Region Council of Governments		Executive Director
Town of Enfield	45,000	Town Manager
City of Hartford (2)	138,400	City Manager Director of Finance
City of Meriden	57,000	City Manager
City of New Haven	123,000	Chief Administrative Officer
Town of Newington	29,420	Town Manager
Town of Rocky Hill	17,000	Town Manager
Town of Vernon	30,000	Town Administrator

<b>Client</b>	<b>Population</b>	<b>Recruitment</b>
<b>Connecticut, continued</b>		
Town of West Hartford	60,000	City Manager
Town of Windsor	28,000	Town Manager
<b>District of Columbia</b>		
Government of the District of Columbia (4)	607,000	Deputy Chief Management Officer (3) Director, Dept. of Consumer & Regulatory Affairs
Metropolitan Washington Council of Governments (2)		Executive Director (2)
<b>Florida</b>		
City of Coral Springs	98,743	City Manager
East Central Florida Regional Planning Commission		Executive Director
City of Gainesville (2)	83,000	Deputy City Manager - Administration Deputy City Manager - Operations
Hillsborough County	834,000	County Administrator
City of New Port Richey	16,000	City Manager
City of New Smyrna Beach	21,000	Chief of Police
Pinellas County	921,500	County Administrator
Polk County	430,000	County Administrator
City of St. Petersburg	241,000	City Manager
Sarasota County	327,000	Executive Director, Public Works Business Center
City of Tallahassee (2)	150,600	City Engineer Director, TalTran
West Coast Regional Water Supply Authority Clearwater		General Manager
<b>Georgia</b>		
DeKalb County (4)	665,900	Director of Fire and Rescue Director of Public Works Director of Planning Assistant Director of Public Works

<b>Client</b>	<b>Population</b>	<b>Recruitment</b>
<b>Illinois</b>		
Village of Bannockburn	1,400	Village Manager
Village of Barrington (3)	10,000	Village Manager Chief of Police (2)
Village of Bensenville (2)	21,000	Assistant Village Manager Chief of Police
City of Bloomington	52,000	Chief of Police
Village of Brookfield	19,000	Village Manager
Village of Burr Ridge	9,300	Village Engineer
City of Carbondale	25,000	City Manager
Village of Carol Stream (3)	40,400	Chief of Police (2) Village Manager
Village of Carpentersville	28,000	Village Manager
Village of Cary (2)	17,000	Director of Public Works Director of Finance
Central Lake County Joint Action Water Agency (3)		Executive Director Director of Operations Director of Finance
Champaign County	168,392	County Administrator
City of Champaign (14)	60,357	City Manager Assistant City Manager for Community Relations Assistant City Engineer (4) Fire Chief Chief of Police (2) Director of Human Resources Director of Neighborhood Services Director, Housing Authority Director of Public Works (2)
Village of Clarendon Hills	7,600	Chief of Police
Village of Coal Valley	3,800	Village Administrator
City of Country Club Hills (3)	15,000	City Manager Director of Planning, Zoning, Development & Building Director of Finance & Administration
City of Countryside (2)	6,700	City Administrator (2)
City of Crest Hill	18,000	City Administrator

Client	Population	Recruitment
<b>Illinois, continued</b>		
City of Crystal Lake (4)	33,000	Chief of Police (2) Fire Chief (2)
Cunningham Children's Home		Executive Director
City of Decatur	85,000	City Manager
Village of Downers Grove (2)	42,000	Fire Chief Village Manager
DuPage County	727,000	Deputy Executive Director, Forest Preserve District of DuPage County
DuPage Mayors and Managers Conference		Executive Director
DuPage Public Safety Communications Agency		Executive Director
DuPage Water Commission (2)		General Manager Financial Administrator
Village of East Hazel Crest	1,300	Chief of Police
City of Effingham	12,000	Fire Chief
City of Elgin (9)	85,000	City Manager (2) Chief of Police (3) Director of Codes Administration and Community Preservation Director of Public Works Director of Parks, Recreation, and Leisure Services Parks Superintendent
City of Elmhurst	43,000	Chief of Police
Elmhurst Park District		Executive Director
City of Evanston (3)	72,000	City Manager Fire Chief (2)
City of Fairview Heights	15,000	City Administrator
City of Flora	5,000	City Administrator
Village of Flossmoor (4)	8,000	Village Manager (3) Director of Public Works
Foundation for Human Ecology Park Ridge		President/CEO
Fox Valley Park District	180,000	Executive Director

Client	Population	Recruitment
<b>Illinois, continued</b>		
Glenbard Wastewater Authority	26,000	Utilities Manager
Village of Glencoe (4)	26,000	Village Manager (2) Director of Public Safety Director of Public Works
Village of Glendale Heights (2)	26,000	Village Administrator Finance Director
Village of Glenview	44,000	Village Manager
Village of Grayslake (4)	7,300	Chief of Police (2) Director of Finance Village Engineer
City of Greenville	6,000	City Manager
Village of Gurnee (6)	40,000	Chief of Police (2) Deputy Fire Chief (2) Director of Public Works (2)
Village of Hazel Crest (2)	14,000	Village Manager Director of Public Works
Health Care Associates, Park Ridge		Group Practice Manager
HeatherRidge Property Owners Association		General Manager
City of Highland Park (11)	31,000	City Manager (2) Chief of Police Director of Finance Director of Community Development (3) Director of Public Works (3) Building Commissioner
Village of Hinsdale	16,000	Director of Public Services
Village of Hoffman Estates (3)	41,000	Village Manager Fire Chief Director of Public Works
Homewood-Flossmoor Park District		Executive Director
Village of Homewood (2)	19,000	Village Manager Director of Public Works
Huntley Fire Protection District	30,000	Fire Chief
Jo Daviess County	22,300	County Administrator
City of Joliet (3)	76,000	City Manager Fire Chief City Engineer/Director of Public Works

<b>Client</b>	<b>Population</b>	<b>Recruitment</b>
<b>Illinois, continued</b>		
J.U.L.I.E. (Joint Utilities Locating Information for Excavators)		General Manager
Village of LaGrange Park (2)	13,000	Village Manager (2)
Village of Lake Barrington	4,800	Village Administrator
Village of Lake Bluff (3)	4,000	Village Administrator (3)
Lake Carroll Property Owners Association		General Manager
Lake County (12)	516,000	Director of Planning and Development Director of Human Resources Interim Building Official Director, Lake County Stormwater Management Commission Executive Director, Lake County Forest Preserve District Director of Finance and Administration, Lake County Forest Preserve District Executive Director, Solid Waste Agency of Lake County (2) Principal, Permit, and Watershed Engineers, Lake County Stormwater Management Commission Watershed Planner, Lake County Stormwater Management Commission
City of Lake Forest (5)	18,000	City Manager Superintendent of Public Works Chief of Police Director of Finance Director of Senior Services
Village of Lake Zurich (2)	15,000	Village Administrator Director of Public Works
Village of Libertyville	16,500	Village Administrator
Village of Lincolnshire (2)	4,000	Village Manager Village Engineer/Director of Public Works
Village of Lincolnwood	12,300	Village Administrator
Village of Lisle (2)	19,529	Village Manager Chief of Police
Village of Lombard	42,300	Chief of Police
Village of Long Grove	6,700	Village Manager
Lutheran General Health Care System, Park Ridge (2)		Corporate Attorney (2)
City of Macomb	18,500	City Administrator

Client	Population	Recruitment
<b>Illinois, continued</b>		
Village of Matteson (6)	11,400	Village Administrator (2) Chief of Police (3) Director of Community Development
Village of Maywood (4)	27,000	Village Manager Police Commander (3)
METCAD (Metropolitan Computer-Aided Dispatch), Champaign-Urbana		Director
City of Moline (7)	45,000	City Administrator (4) Chief of Police Fire Chief Library Director
Village of Montgomery	5,000	Director of Public Works
Village of Morton Grove (2)	22,500	Director of Finance Village Engineer
Village of Mundelein	30,900	Village Administrator
City of Naperville (3)	31,000	City Manager (2) Director of Community Development
Naperville Park District	100,000	Executive Director
City of North Chicago	16,200	City Administrator
Village of Northbrook (2)	79,000	Village Engineer Assistant Village Manager
Northeastern Illinois Planning Commission		Executive Director
Northeastern Illinois Public Safety Training Academy		Executive Director
Northern Illinois Police Crime Laboratory		Executive Director
Village of Northfield	4,950	Village Manager
Northwest Municipal Dispatch Center (911) Arlington Heights		Executive Director
Village of Oak Lawn	56,000	Fire Chief
Village of Oak Park (5)	55,000	Village Manager (3) Chief of Police Mall Administrator
Park District of Oak Park		Executive Director
Village of Orland Park	26,000	Chief of Police

<b>Client</b>	<b>Population</b>	<b>Recruitment</b>
<b>Illinois, continued</b>		
Village of Oswego (3)	15,000	Village Administrator (2) Director of Finance
Village of Palatine	32,000	Village Manager
Village of Park Forest	26,000	Chief of Police
City of Park Ridge (6)	37,000	City Manager (2) Director of Public Safety (2) Director of Community Preservation (2)
Parkside Human Services Corp., Park Ridge (3)		President/CEO Director of Older Adult Services Group Practice Manager
City of Peoria (3)	113,000	City Manager (2) Fire Chief
Village of Plainfield (2)	7,700	Village Administrator (2)
City of Princeton	7,000	City Manager
City of Prospect Heights (2)	13,000	City Administrator Chief of Police
Village of Riverside (5)	8,800	Village Manager Director of Finance (3) Director of Public Works
City of Rochelle	9,500	City Manager
City of Rock Island	41,000	City Manager
City of Rolling Meadows (7)	22,000	City Manager (2) Chief of Police (2) Finance Director Fire Chief Director of Public Works
Village of Romeoville	14,000	Director of Finance
Village of Roselle	23,000	Fire Chief
Village of Round Lake Beach	26,000	Chief of Police
City of Salem (3)	8,000	City Manager Chief of Police Director of Economic Development
Village of Schaumburg	57,000	Village Manager
Village of Schiller Park	11,200	Village Manager/Comptroller
Skokie Park District	59,000	Executive Director

Client	Population	Recruitment
<b>Illinois, continued</b>		
South Chicago Community Hospital		Director of Marketing
Village of South Elgin (2)	6,000	Village Administrator (2)
South Suburban Mayors and Managers Association (2)		Executive Director (2)
Southeast Emergency Communication (SEECOM)		Executive Director
City of St. Charles (3)	30,000	City Administrator Chief of Police Economic Development Director
City of Sterling (4)	15,000	City Manager (4)
Village of Streamwood (3)	29,495	Village Manager (2) Fire Chief
Village of Sugar Grove	4,000	Village Administrator
Township Officials of Illinois		Executive Director
Uhlich Children's Home, Chicago		Executive Director
Union League Club of Chicago		Director of Membership Services
University of Illinois at Chicago International Management and Justice Development Programs		Municipal Internship Placements for Senior Chinese Officials of Shanghai People's Government
Village of University Park (2)	6,000	Village Manager (2)
City of Urbana	36,000	Grants Manager
Village of Vernon Hills (4)	11,000	Village Coordinator Building Commissioner Village Manager Chief of Police
Village of Villa Park	22,300	Village Manager
City of Warrenville	13,000	Director of Finance
City of Washington	11,000	City Administrator
City of Waukegan (5)	70,000	City Engineer (2) Civil Engineer Assistant City Engineer Water Superintendent
City of West Chicago	25,700	Chief of Police
Village of West Dundee (5)	3,000	Director of Public Works (3) Chief of Police Director of Community Development

<b>Client</b>	<b>Population</b>	<b>Recruitment</b>
<b>Illinois, continued</b>		
Village of Western Springs	12,600	Village Manager
Village of Westmont (3)	24,500	Public Works Superintendent Chief of Police (2)
City of Wheaton	55,750	Fire Chief
Village of Wheeling (2)	34,500	Village Manager (2)
Village of Willow Springs	5,000	Chief of Police
Village of Willowbrook (2)	6,000	Chief of Police (2)
Village of Wilmette	28,000	Village Manager
Village of Winfield (2)	7,000	Village Manager Chief of Police
Village of Winnetka (4)	12,000	Village Manager Director of Electric Utilities (2) Fire Chief
City of Wood Dale (4)	11,000	City Manager (2) Assistant City Manager Fire Chief
City of Wood River	11,500	City Manager
Village of Woodridge (2)	24,000	Village Administrator Chief of Police
City of Woodstock (2)	12,000	City Manager Director of Public Works
Zion Park District	20,000	Director of Ranger Police
<b>Indiana</b>		
Town of Fishers (2)	52,400	Town Manager Wastewater Superintendent
Town of Highland	23,500	Town Manager
Northwestern Indiana Regional Planning Commission		Executive Director
<b>Iowa</b>		
City of Ames (2)	45,000	City Manager Director of Finance

<b>Client</b>	<b>Population</b>	<b>Recruitment</b>
<b>Iowa, continued</b>		
City of Ankeny (2)	16,000	City Manager Fire Administrator
City of Clinton	30,000	City Administrator
City of Council Bluffs (4)	56,900	City Manager Director of Public Safety Director of Parks and Recreation Coordinator, Community Development and Planning
City of Des Moines (3)	200,000	Fire Chief Aviation Director Chief Information Officer
City of Iowa City (5)	56,000	City Manager Director of Public Works City Engineer Director of Finance Code Enforcement Official
City of Mason City	29,000	City Administrator
City of Muscatine	24,000	City Engineer
City of Sioux City (2)	81,000	City Manager Director of Convention and Visitors' Bureau
City of Urbandale (2)	23,500	City Administrator Director of Engineering / Public Works
City of Waukee	9,500	City Administrator
City of West Des Moines (2)	31,650	Director of Community Development Director of Public Works
<b>Kansas</b>		
City of Emporia	27,000	City Manager
City of Leawood	30,000	City Administrator
City of Lenexa	45,000	City Engineer
City of Manhattan (2)	42,000	City Manager (2)
City of Merriam	13,000	City Administrator
City of Mission Hills	4,000	City Administrator
City of Olathe (2)	46,000	Director of Community Development Strategic Financial Management Director
City of Overland Park	144,000	City Manager

<b>Client</b>	<b>Population</b>	<b>Recruitment</b>
<b><u>Kansas, continued</u></b>		
Sedgwick County (4)	283,000	Director of Mental Health Fire Chief Director of Human Resources Coliseum Director
State of Kansas		President, Kansas, Inc.
City of Wichita - Sedgwick County (2)	283,000	Director of Planning (2)
City of Wichita (3)	283,000	City Manager Assistant Director of Water and Sewer Director of Human Resources
City of Winfield (2)	12,000	City Manager (2)
<b><u>Kentucky</u></b>		
City of Paducah (3)	27,300	Chief of Police Director of Public Works Director of Human Resources
Paducah-McCracken Co. E-911		Director
<b><u>Louisiana</u></b>		
City of Shreveport (5)	219,000	Director of Airports Chief of Police Director of Public Works Fire Chief Personnel Director
<b><u>Maine</u></b>		
City of Bangor (2)	32,000	City Manager Airport Manager
Kennebeck Water District		Superintendent/Water Treatment
City of Waterville	16,000	City Administrator
<b><u>Maryland</u></b>		
Columbia Association	85,000	Executive Director/CEO
Maryland-National Capitol Park & Planning Commission		Director of Planning
Montgomery County	810,000	Fire Administrator
Montgomery County Planning Board	810,000	Director of Park and Planning
Montgomery County Housing Opportunities Commission	810,000	Executive Director

<b>Client</b>	<b>Population</b>	<b>Recruitment</b>
<b><u>Maryland, continued</u></b>		
Prince George's County	665,000	Chief Administrative Officer
City of Rockville	47,000	City Manager
<b><u>Massachusetts</u></b>		
Town of Arlington	44,600	Town Manager
Town of Ashburnham	4,000	Town Administrator (CAO)
City of Chelsea	28,700	City Manager
Town of Plymouth	48,000	Town Manager
City of Worcester	159,000	City Manager
<b><u>Michigan</u></b>		
City of Adrian	22,000	Director of Utilities
City of Ann Arbor (3)	107,000	Chief of Police Director of Human Resources Director of Utilities
City of Auburn Hills	18,500	City Manager
City of Benton Harbor (2)	12,800	City Manager (2)
City of Brighton (4)	6,000	City Manager (2) Community Development Director Utilities Director
Central Dispatch Authority of Lower Michigan		Executive Director
Downtown Kalamazoo, Inc.		Executive Director/CEO
City of East Lansing (5)	46,000	City Manager (2) Assistant City Manager Director of Public Works Fire Chief
City of Ferndale	25,000	City Manager
City of Grand Haven (3)	11,000	City Manager (2) Deputy Chief of Police
City of Grand Rapids	183,000	Director of Personnel
Grand Traverse County	75,000	County Administrator

<b>Client</b>	<b>Population</b>	<b>Recruitment</b>
<b>Michigan, continued</b>		
City of Kalamazoo (5)	80,000	City Clerk Internal Auditor Chief of Public Safety Labor Relations Specialist Community Development Director
City of Marquette	22,000	City Manager
City of Marshall	7,000	City Manager
Meridian Charter Township	30,160	Township Superintendent
City of Midland (2)	41,700	Fire Chief Director of Human Resources
City of Mount Clemens	17,300	City Manager
City of Muskegon (2)	39,000	City Manager Executive Director, 911 Communication Center
Muskegon County	170,200	County Administrator
City of Niles (2)	12,000	City Administrator (2)
City of Northville	6,000	City Manager
City of Novi (3)	48,600	Director of Public Works Planning Director Director of Parks, Recreation and Forestry
Oakland County	1,000,000	Director of Solid Waste Management
Ottawa County	246,000	County Administrator
City of Owosso	15,000	City Manager
City of Petoskey	6,000	City Planner
Plymouth Township	26,000	Chief of Police
City of Port Huron	34,000	City Manager
City of Riverview	14,000	Director of Solid Waste
City of Saginaw (4)	78,000	City Manager (3) Director of Economic Development
City of Southfield (3)	78,000	City Administrator (2) Assistant City Administrator
City of Sterling Heights	109,000	City Manager
City of Sturgis	10,000	Chief of Police

<b>Client</b>	<b>Population</b>	<b>Recruitment</b>
<b>Michigan, continued</b>		
City of Troy (2)	80,000	City Manager City Engineer
Washtenaw County (3)	280,000	County Administrator Health Officer Director of Community Mental Health
City of Wyoming	68,300	City Manager
<b>Minnesota</b>		
City of Brooklyn Park	45,000	City Manager
City of Burnsville	36,000	City Manager
City of Coon Rapids (5)	62,000	City Manager (4) Fire Chief
City of Fridley	30,000	City Manager
City of Hibbing	18,000	City Administrator
City of Hopkins	14,000	City Manager
City of Mankato	32,000	Community Development Director
City of Minnetonka (2)	39,000	City Manager Chief of Police
City of Moorhead (3)	29,000	City Manager (2) Chief of Police
City of Oak Park Heights	3,800	City Administrator
Ramsey County	486,000	Director of Personnel
City of Richfield	36,000	City Manager
City of West St. Paul	19,500	City Administrator
<b>Mississippi</b>		
City of Jackson	208,810	Chief of Police
<b>Missouri</b>		
City of Columbia	91,000	City Manager
City of Ferguson (3)	24,000	City Manager (3)
City of Independence	112,000	City Manager

<b>Client</b>	<b>Population</b>	<b>Recruitment</b>
<b>Missouri, continued</b>		
City of Joplin	41,000	Fire Chief Assessment Center
City of Kansas City (13)	435,000	City Manager Fire Chief Assistant City Manager (2) Director of Personnel Environmental Services Manager Budget and Systems Officer Director of Codes Administration City Attorney Director of Convention and Entertainment Centers Director of Aviation Director of Public Works Director of Finance
City of Lee's Summit (2)	80,000	City Administrator (2)
City of Liberty	29,000	City Administrator
State of Missouri		Executive Director, MOSERS (Missouri State Employee Retirement System)
City of Webster Groves	23,000	City Manager
City of Wildwood	32,900	City Administrator
<b>Montana</b>		
City of Billings	69,000	City Manager
<b>Nebraska</b>		
City of Grand Island	39,000	City Administrator
City of Hastings	23,000	City Administrator
<b>Nevada</b>		
City of Boulder City (2)	13,600	City Manager (2)
<b>New Jersey</b>		
Town of Plainsboro (2)	14,000	Town Administrator Community Development Director
<b>New Mexico</b>		
City of Albuquerque (5)	366,000	Assistant City Engineer - Hydrologist Design Engineer - Municipal Development Department (3) Design Engineer - Water Resources Department
Mesilla Valley Regional Dispatch Authority, Las Cruces		Director

<b>Client</b>	<b>Population</b>	<b>Recruitment</b>
<b>New York</b>		
City of Auburn	32,000	City Manager
City of New Rochelle	67,000	City Manager
<b>North Carolina</b>		
Mecklenburg County (5)	650,000	County Manager (2) Deputy County Manager (2) Director of Social Services
Mecklenburg County - City of Charlotte Planning Commission	650,000	Executive Director
Town of Southern Pines	11,300	Town Manager
<b>North Dakota</b>		
City of Fargo (2)	84,000	Library Director Human Resources Director
<b>Ohio</b>		
Akron Regional Development Board		President
City of Cincinnati	385,000	City Manager
Cleveland Society for the Blind		Executive Director
City of Dayton (10)	182,000	City Manager (3) Deputy City Manager Director of Fire and Chief Director of Aviation Assistant City Manager Director of Parks and Recreation Director of Economic Development Director of Management and Budget
City of Delaware	19,000	City Manager
City of Dublin (2)	31,400	City Manager Director of Land Use & Long Range Planning
City of East Cleveland	36,000	Director of Finance
City of Huber Heights	42,000	City Manager
City of Kent	27,000	Director of Finance
Miami Valley Regional Planning Commission		Executive Director
Miami Valley Regional Transit Authority (2)		Chief Engineer Chief Financial Officer
City of Oakwood	9,200	Public Safety Director

<b>Client</b>	<b>Population</b>	<b>Recruitment</b>
<b>Ohio, continued</b>		
City of Oberlin	8,000	Public Utility Director
City of Shaker Heights (2)	31,000	Recreation Director Fire Chief
City of Springboro	12,600	Chief of Police
Sylvania Township (2)	26,000	Township Administrator Chief of Police
City of Trotwood	30,000	Director of Finance
City of Vandalia	14,000	City Manager
City of Worthington	18,000	City Manager
<b>Oklahoma</b>		
City of Bartlesville (4)	35,000	City Manager (3) Director of Finance
City of Enid	52,000	City Manager
<b>Oregon</b>		
City of Beaverton	33,000	City Manager
City of Bend	50,600	City Manager
Columbia Regional Council of Governments (now Metropolitan Service District, Portland)		Executive Director
City of Eugene (2)	101,000	City Manager Chief of Police
<b>Pennsylvania</b>		
Delaware Valley Regional Planning Commission		Executive Director
Township of Derry	18,400	Township Manager
Township of Lower Merion	58,000	Director of Finance
York County	380,000	Executive Director Human Services
<b>Rhode Island</b>		
City of Newport	28,200	City Manager
Providence Convention Center		Convention Center Executive Director/CEO

<b>Client</b>	<b>Population</b>	<b>Recruitment</b>
<b>South Carolina</b>		
Charleston County	286,000	County Administrator
City of Columbia	93,000	City Manager
City of Myrtle Beach	27,000	City Manager
<b>South Dakota</b>		
City of Yankton (2)	14,000	City Manager (2)
<b>Tennessee</b>		
City of Lakeland	6,800	City Manager
Metropolitan Development and Housing Agency Nashville		Deputy Executive Director
<b>Texas</b>		
City of Abilene (2)	108,000	Director of Public Works Fire Chief
City of Arlington	213,000	City Manager
City of Austin (6)	674,700	City Manager Assistant City Manager Deputy Chief Financial Officer Budget Officer Fire Chief Director of Neighborhood Planning & Development
City of College Station	68,000	Director of Development Services
City of Colleyville	19,600	City Manager
City of Dallas (9)	1,047,000	City Manager Assistant City Manager Director of Planning Fire Chief Director of Housing Director of Development Services Director of Water Utilities Director of Convention & Event Services Director of Human Resources
Dallas Area Rapid Transit (DART) (2)		Executive Director Director of Finance
Dallas Housing Authority	974,000	Executive Director
City of Denton	48,000	City Manager

<b>Client</b>	<b>Population</b>	<b>Recruitment</b>
<b>Texas, continued</b>		
City of DeSoto	36,500	City Manager
City of El Paso	600,000	Director of Parks and Recreation
City of Fort Worth (6)	570,000	City Manager (3) Assistant City Manager Director of Human Resources Executive Director, Human Relations Commission
City of Frisco	50,000	Director of Development Services
City of Garland (2)	160,000	City Manager Chief of Police
City of Grapevine	28,000	City Manager
City of Haltom City	32,000	City Manager
City of Hurst	34,000	Chief of Police
City of Lubbock	178,000	Assistant City Manager
City of Orange	24,000	City Manager
City of San Antonio (2)	1,144,600	Assistant Director of Convention Facilities Library Director
San Antonio Water System		Chief Information Officer
Southeast Texas Housing Finance Corporation Pasadena		Executive Director
City of Wichita Falls (5)	98,000	City Manager Director of Parks and Recreation Director of Public Works Fire Chief Chief of Police
<b>Virginia</b>		
City of Alexandria (2)	107,000	City Manager Director of Personnel

<b>Client</b>	<b>Population</b>	<b>Recruitment</b>
<b>Virginia, continued</b>		
Arlington County (21)	180,000	Director of Public Works Director of Environmental Services (3) Corrections Administrator Deputy Director of Public Works (2) Special Assistant to the County Manager for EEO and Human Rights Director of Parks, Recreation, and Community Resources (2) Director of Planning Director of Housing Programs Solid Waste Division Chief (2) Director of Mental Health Traffic Engineering Division Chief Fire Chief Director, Community Planning, Housing, and Development Director of Libraries Chief of Police Director of Human Resources
City of Charlottesville (3)	40,000	Chief of Police Assistant City Manager Assistant City Manager/Director of Parks and Recreation
City of Chesapeake	204,000	City Manager
City of Falls Church	9,700	City Manager
City of Hopewell	22,000	City Manager
City of Lynchburg	66,000	Director of Human Resources
City of Manassas (2)	34,500	City Manager Energy Services Superintendent
City of Petersburg (2)	38,000	Chief of Police City Manager
Prince William County	256,000	County Executive
Metropolitan Richmond Convention, Visitors' and Tourism Bureau		Executive Director/CEO
City of Richmond (2)	219,000	City Manager Director of Planning
Richmond Renaissance, Inc.		Executive Director/CEO
City of Staunton (2)	24,500	City Manager (2)
City of Virginia Beach	439,000	Chief of Finance and Technology
City of Waynesboro	19,500	City Manager

<b>Client</b>	<b>Population</b>	<b>Recruitment</b>
<b>Washington</b>		
City of Vancouver (2)	44,000	City Manager (2)
<b>Wisconsin</b>		
City of Appleton	70,000	Director of Finance
City of Beloit (7)	36,000	City Manager (2) Director of Finance and Administration Director of Water Resources Public Health Resource Manager Director, Housing Authority Transit Director
City of Brookfield (3)	35,000	Fire Chief Library Director Chief of Police
Brown County (2)	226,800	Director of Administration Information Services Director
Village of Chenequa	600	Chief of Police/Village Administrator
Douglas County	43,000	Administrative Coordinator
Dunn County	39,000	Administrative Coordinator
City of Eau Claire (2)	53,000	City Manager (2)
Eau Claire County	87,700	County Administrator
City of Fond du Lac (2)	35,000	City Manager (2)
Village of Greendale	16,000	Village Manager
Housing Authority of Racine County	188,800	Executive Director
City of Janesville (3)	51,000	Director of Planning Engineering Director Director of Public Works
City of Kenosha	92,000	Fire Chief
City of Madison (2)	170,000	City Assessor Director of Public Works/Data Processing Manager
Marinette County	43,400	County Administrator
City of Mequon (4)	22,000	City Manager Information Services Director Director of Human Resources Fire Chief

<b>Client</b>	<b>Population</b>	<b>Recruitment</b>
<b>Wisconsin, continued</b>		
Town of Mt. Pleasant	20,000	Town Administrator
North Shore Fire District		Fire Chief
North Shore Water Commission		Manager
Ozaukee County	80,000	Administrative Coordinator
City of Racine (3)	85,000	City Administrator City Development Director Director of Human Resources
Sauk County	51,000	Administrative Coordinator
Village of Shorewood	14,000	Chief of Police
City of South Milwaukee	21,000	City Manager
City of Sturgeon Bay	9,400	Director of Public Works
City of Superior	29,500	Chief of Police
Washington County	108,600	Administrative Coordinator
City of Waukesha	57,000	Fire Chief
City of Wauwatosa (4)	51,000	City Administrator Fire Chief (2) Chief of Police
Village of Whitefish Bay (2)	14,000	Village Manager Village Engineer/Director of Public Works
Wisconsin State Fair Park		Agriculture Center Director
<b>Wyoming</b>		
City of Green River	13,000	City Administrator
<b>International/National</b>		
American Public Works Association (APWA) (2) Kansas City, Missouri		Executive Director (2)
The Appraisal Institute Chicago, Illinois		Executive Vice President
Commonwealth Utilities Corporation (2) Saipan, Marianas Islands		Comptroller Data Systems Administrator
Government Finance Officers Association (GFOA) Chicago, Illinois		Director of Research

Client	Population	Recruitment
<b>International/National</b>		
International Association of Assessing Officers (IAAO) Chicago, Illinois		Executive Director
International Institute of Municipal Clerks (IIMC) Pasadena, California		Executive Director
Kosrae Utilities Authority Kosrae, Micronesia		General Manager
National Association of Counties (NACo) Washington, D.C.		Executive Director
National Association of Housing and Redevelopment Officials (NAHRO) Washington, D.C.		Executive Director
National Association of Regional Councils (NARC) Washington, D.C.		Executive Director
National Community Development Association (NCDA) Washington, D.C.		Executive Director
National Forum for Black Public Administrators (NFBPA) Washington, D.C.		Executive Director
National League of Cities (NLC) Washington, D.C.		Executive Director
Public Technology, Inc. (PTI) (2) Washington, D.C.		President Executive Director
Republic of the Marshall Islands, Majuro Atoll Local Government		City Manager

## CONSULTANT BIOGRAPHICAL PROFILE

### G. STEVENS BERNARD

Mr. Bernard is Senior Vice President of The PAR Group, specializing in both executive search and management consulting assignments. He has over 35 years of experience in government, the private sector, and teaching in the United States and internationally.

Mr. Bernard has extensive leadership and Chief Executive experience in both the public and private sectors. While City Manager of Grand Rapids, Michigan, he developed and implemented a comprehensive reorganization of the City government, resulting in streamlining and reduction in force from 2,100 employees to 1,700 employees, with improvement in delivery of services. While Executive Director of the Grand Rapids Area Transit Authority, he developed and implemented a comprehensive reorganization resulting in a more cost effective delivery of services. While Director of International Administration of Amway Corporation, he developed and implemented a comprehensive reorganization of the management structure for Amway Europe and Amway Western Pacific, and the 30 country operations within those divisions. Mr. Bernard has directed and managed organizations ranging in size from less than 100 employees (while City Manager of White Bear Lake, Minnesota) to 7,000 employees (while Assistant City Coordinator of Minneapolis, Minnesota).

Mr. Bernard's consulting activities have been extremely diverse. In the United States they include consultation in executive search, organizational development, organizational diagnosis, labor-management relations, organizational futuring, leadership development, strategic planning, stress management, conflict resolution, communication in organizations, team building, and general administration, and management with business and with city, county, and state governments throughout the country.

International consulting activities include organizational analysis, strategic planning, restructuring and training in local government, global long-range strategic planning for business, international market research, design and delivery of management development and training programs in Hong Kong, Japan, Taiwan, Macedonia, Kazakhstan, Malaysia, Thailand, and most European countries. Specific projects include: in Poland working to assess and assist Polish local governments in the transition to a market economy and modernization of local government administration; in Macedonia assisting the city government of Skopie (the country capital with 600,000 people) in their reorganization and modernization efforts; in Kazakhstan and Kyrgyzstan providing technical assistance, strategic planning, policy advice and training to the national government and local governments; in Taiwan designing and delivering a training program for Taiwanese elected officials on policy formulation techniques at the local, state, and national levels.

Mr. Bernard has served and held office in numerous professional associations, non-profit organizations, and community groups. He has a Bachelor of Arts Degree in Political Science and History from Washburn University, and a Master of Public Administration Degree from the University of Kansas. He has taught numerous post-graduate courses in advanced management and lectured at several universities.



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BY COUNCILMAN

WHEREAS, the City Council wishes to engage a professional executive recruitment firm to fill the position of City Manager; and

WHEREAS, the City Council has received a proposal from The PAR Group of Chicago, Illinois to undertake the first phase of this process for a cost of approximately \$4,000; now therefore

RESOLVED, that the City Council hereby approves this expenditure and authorizes the City Manager to accept this proposal and issue the necessary purchase order.

YEAS:

NAYS:

ABSENT:

I, Selina Tisdale, City Clerk, City of Midland, Counties of Bay and Midland, State of Michigan, do hereby certify that the foregoing is a true and correct copy of a resolution adopted by a yea vote of all the Councilmen present at a regular meeting of the City Council held Monday, June 26, 2006.

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Selina Tisdale, City Clerk