

January 17, 2006

TO: The Honorable Mayor and City Council Members
FROM: John Szerlag, City Manager
SUBJECT: Proposal from The Mercer Group, Inc. for Executive
Recruitment Services; City Manager

I have been advised that the attached proposal from The Mercer Group which you received earlier constitutes the formal proposal from that search firm. In addition, I spoke to Ms. Jan Lazar and she indicated that either Tom Dority or herself are available to meet with City Council to discuss a City Manager profile on the following dates:

January

21, 23

February

6, 7

Please feel free to call if you have any questions.



The Mercer Group, Inc.

Consultants to Management

4520 W. 14th Street Drive
Greeley, CO 80634
970-378-1781
FAX 970-378-1831
tomdority@comcast.net

January 11, 2006

John Szerlag
City Manager
City of Troy
500 W. Big Beaver Rd.
Troy, MI 48084-5285

Dear Mr. Szerlag:

Re: Executive Search for City Manager

Thank you for your enquiry about the services of The Mercer Group, Inc., to assist the Mayor and City Council in their recruitment of a new City Manager. We are pleased to submit this abbreviated proposal for the City to evaluate our qualifications. We are very interested in assisting with this critical project, and if selected to conduct the search, would be prepared to begin the work by mid-to-late February, following your contract approval. We believe we can accomplish this project in a knowledgeable and efficient manner.

The purpose of engaging the services of an executive search firm is to seek out and recruit experienced candidates and to assist the City in selecting highly qualified individuals who meet the profile and needs of the City and who might not otherwise apply. The Mercer Group, Inc. is exceptionally well qualified to assist the City with this project. We have conducted recent searches for city managers in similar communities nationwide. We have also enjoyed assisting the following clients more recently with executive recruitment:

Greeley	Colorado	Deputy City Manager	2006
Vail Valley Chamber & Tourism		President/CEO	2006
Parker	Colorado	Town Administrator	2006
Granville	Ohio	Village Manager	2005
Howell	Michigan	Several Key Positions	2005
Eagle County	Colorado	County Administrator	2005
Michigan Municipal League		Executive Director	2005
Piqua	Ohio	City Manager	2005
Kent	Ohio	City Manager	2004
Jackson	Michigan	City Manager	2004
Joplin	Missouri	City Manager	2004
Clayton	Missouri	City Manager	2004
Boulder	Colorado	City Manager, City Attorney	2003
Ann Arbor	Michigan	City Administrator	1988, 1995, 2002
Lapeer	Michigan	City Manager	2002

SOCRRA/SOCWA	Michigan	General Manager	2002
Flint	Michigan	City Administrator	2001
Jackson	Michigan	President, Community Foundation	2000
Grand Ledge	Michigan	City Manager, others	1999
Southfield	Michigan	City Administrator	1999
South Haven	Michigan	City Manager	1999
Jackson	Michigan	President, The Enterprise Group	1997

We are well experienced and very deliberate in determining the standards expected by elected officials, so that the recruitment is well founded from the beginning. I was a city manager in 4 states over 23 years, including East Lansing, and have conducted searches nationwide since 1994. We are very familiar with Michigan law regarding recruitment, open meetings and public information. Please contact our many references about our record of successful searches.

This proposal is designed to provide an indexed and easily usable document for the City of Troy to assess the qualifications of The Mercer Group, Inc. to handle this critical work. It contains the following sections: Table of Contents; Introduction, Background, and Objectives; Our Approach, Work Plan and Schedule; Firm History, Qualifications and Staffing; Why You Should Select The Mercer Group, Inc.; and an Acceptance/Signature page. Appendices include our abbreviated list of Previous Search Clients (we will be happy to provide the entire list of all positions); References and Questions and Answers about Executive Search. Our performance guarantees are described on p. 23.

I will conduct this search personally with professional support from Mr. Mercer in establishing effective recruitment networks and channels. Susan Gapter-Dority of this office will assist with research and continuity. Jan Lazar of our Lansing, Michigan office is also available for liaison if necessary to the continuity of our services. We are able to draw upon the leads and contacts also of seven other Mercer associates across the country.

Thank you for the opportunity to respond to this important assignment. It would be our pleasure to be of service to the City of Troy. This proposal is valid for ninety (90) days from receipt by the City of Troy. Please call me at 970-378-1781 with any questions.

Sincerely yours,
THE MERCER GROUP, INC.

T. C. Dority

Thomas C. Dority
Senior Vice President

Enclosures

CITY OF TROY

**Proposal for
Executive Recruitment Services
for the Position of**

CITY MANAGER

January 11, 2006

THE MERCER GROUP, INC.

Michigan Office:

2313 Northampton Way
Lansing, MI 48912
517-487-4575
FAX 517-482-8750

Colorado Office:

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TABLE OF CONTENTS

<u>Section</u>	<u>Page No.</u>
Cover Letter	
RFP Required Submittals	
I. INTRODUCTION, BACKGROUND, AND OBJECTIVES	1-3
A. Introduction and Background	
B. Objectives of the Search Process	
II. OUR APPROACH, WORK PLAN AND SCHEDULE.....	4-12
A. Approach	
B. Work Plan	
1. Position Analysis	
2. Recruitment Process	
3. Resume Review	
4. Candidate Screening	
5. Background Investigation	
6. Interview Process	
7. Negotiation and Follow-up	
C. Schedule	
III. COST PROPOSAL	13-14
IV. FIRM HISTORY, QUALIFICATIONS AND STAFFING	15-18
A. Firm Qualifications	
B. Resumes of Our Key Search Staff	
V. WHY YOU SHOULD SELECT THE MERCER GROUP, INC.....	19-21
VI. ACCEPTANCE	22

APPENDICES

A. Abbreviated list of Previous Searches.....	23-29
B. References	30-32
C. Questions and Answers About Executive Search	33-34

LIST OF EXHIBITS

- I. The Mercer Group, Inc. Sample Candidate Evaluation Matrix
- II. Search Schedule
- III. Schedule of Meetings with City Council

I. INTRODUCTION, BACKGROUND, AND OBJECTIVES

This section presents our understanding of the City of Troy's requirements for this search, as well as the objectives and scope of the project.

A. Introduction and Background

The City of Troy, Michigan, enjoys a thriving economy of corporate headquarters and offices, premier retail business, valuable and diverse neighborhoods and a strong, diverse population of over 80,000. Its property value is second only to Detroit, and it is located in the very prosperous Oakland County.

The City of Troy operates with a Council-Manager system. The City Council is composed of seven members, and the Mayor is a member of Council who serves as its chairperson. The Council establishes policies, enacts ordinances, approves rules and regulations, and gives policy direction .

The City Manager, appointed by the City Council, is responsible for the strategic management of the operating, administrative and public safety services and for executing the policies and laws of the Council.

It is our understanding that:

- It is the intention of the City Council to provide an efficient, deliberate selection process for the new City Manager. The Council wishes to appoint a new City Manager promptly, following a deliberate professional search. City Manager John Szerlag will retire at the end of February.
- The City Council will consider assistance from a recruitment and search firm immediately in order to act promptly in recruiting a new City Manager.
- The City is considering "turn-key" executive search services and support in connection with the recruitment of a new City Manager. We are prepared also for coordination with any supplemental search committee appointed by the Council.
- Services required include position analysis and preparation of a position profile; recruitment for the position; inviting potential candidates to apply; reviewing and screening applications; conducting preliminary interviews and background checks of selected candidates; recommending a list of final candidates; preparing the Council and coordinating final interviews; negotiating; and following up.

- The City wishes to conduct a comprehensive recruitment process, to ensure the best qualified candidates are found and that the best qualified individuals who are acceptable can be hired.
- The annual salary and benefits package for the position will be discussed with the City Council.

B. Objectives

The objectives that we will meet in order to help find the best qualified candidates for the position are as follows:

- To conduct on-site needs assessment for the new City Manager.
- To develop a comprehensive position profile.
- To reconcile any differences in points of view with regard to specifications for the position.
- To encourage top level people to apply who might otherwise be reluctant to respond to an advertisement.
- To save a considerable amount of the Council's and staff's time in establishing a position profile and reviewing applicants.
- To comply with appropriate personnel regulations and laws (i.e., EEO and ADA).
- To independently and objectively assess the qualifications and suitability of candidates for the position.
- To recommend a pool of finalist candidates to the Council.
- To coordinate finalist candidate interviews with the Council.
- To mail an information packet supplied by the City to all qualified applicants.
- To respond to all candidate inquiries and produce all correspondence throughout the search.
- To preserve the confidentiality of inquiries to the degree possible under Michigan law.

- To assist the Council in reaching a final decision.
- To assist in negotiating a compensation package with the successful candidate on behalf of the City.
- To assist the Council in establishing performance expectations and evaluating the new City Manager's performance.
- To follow-up with the Council and the new City Manager during the first year to determine if adjustments need to be made.
- To keep the Council closely involved in key decisions and informed of our progress.

II. OUR APPROACH, WORK PLAN AND SCHEDULE

This section presents our approach, work plan and schedule for the search project.

A. Approach

Our approach and style are interactive. That is, we form a partnership with our client to conduct a project. The Mayor, Councilmembers and others you may ask to participate in the process, will benefit through ease of implementation and by gaining more in-depth knowledge of the professional screening and selection of candidates.

B. Work Plan

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

1. Position Analysis We will study and define work relationships, job qualifications and requirements for the position, update our knowledge of the community and City organization and create a "Position Profile."
2. Recruitment Process We will recruit regionally and nationally (more than just advertising) for the position and network to locate qualified candidates.
3. Resume Review We will identify qualified candidates.
4. Candidate Screening We will carefully screen prospective finalists according to the selection criteria contained in the Position Profile.
5. Background Investigation We will thoroughly evaluate the professional accomplishments, strengths and weaknesses, education and other records of prospective finalists prior to your interviews.
6. Interview Process We will coordinate interviews with the Council and facilitate selection.
7. Negotiation and Follow-up We will facilitate employment and follow-up to ensure complete integrity of the process.

Each step in this process for the City Manager is described below.

1. Position Analysis

We will have extensive consultation with the Mayor, Councilmembers, and City staff as well as other individuals or groups (if you wish) to learn the City's current vision/mission, goals and objectives, the needs and issues, requirements of the job, and to verify information about the environment within which the position functions. We will spend a considerable amount of time at the beginning of the process in Troy in order to update our knowledge of the community and the City organization.

During this process, we will initiate individual interviews with Councilmembers, the Mayor, department heads and key staff, and other community leaders if you wish, to identify expectations, perceptions, and issues regarding the position, as well as the expected characteristics of the next successful City Manager. If the Council wishes to appoint a citizens' search committee or similar community group, we will establish the same initial process with that committee.

Based on those meetings and interviews, we will prepare a draft position profile and review it with the Council in order to arrive at a general agreement regarding the specifications for the position. The final position profile will include information about the City, the community, major issues to be faced, the position, and the selection criteria established. Our Position Profiles are found to be thoroughly informative to prospective candidates.

2. Recruitment Process

Because we have recently completed similar searches, we will review our database to determine those candidates whom we may already know and/or already have on file who may meet the City's specifications.

Although this process is valuable, we will rely most heavily on our own contacts in the city management field and on our own experience. In other words, through "networking" (not just advertising), we will conduct a regional or nation-wide professional search for the best qualified candidates and invite them to apply for the position. The Position Profile is a very effective tool during this phase of direct recruitment.

We will also provide the Council with advertising alternatives. Based on those discussions, we will place ads in professional journals, in national, in-state and local newspapers to encourage applicants to apply. We are accustomed to using professional sources also that are relied upon by minority and women candidates. Here is an initial list of resources where we would expect to advertise. We will be open to other productive resources typically used by the City of Troy.

- ICMA Newsletter and web site
- MML web site
- Public Sector Jobs Bulletin and web site
- Mercer's and Troy's web sites
- State associations of city managers, web sites and listserves
- Direct recruitment and networking nationally

3. Resume Review

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

4. Candidate Screening

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

We will be responsible for screening the applications received. This initial screening will be conducted by telephone with both the prospective candidate and with references who may know the candidate's background and expertise.

Once the initial screening is completed, we will identify prospective candidates who most closely match the criteria established by the City Council. We will contact leading candidates and personally talk with each. We will closely examine their experience, qualifications and achievements in view of the selection criteria and our professional expertise in evaluating the quality of such qualifications and achievements.

The output of this step in the process will be a matrix display of top candidates showing how each rates against the selection criteria established by the Council (Exhibit I). This matrix will be reviewed with the Council and guidance obtained prior to proceeding. It will include "thumbnail" comments about each proposed finalist with respect to some of the key selection criteria. Based on the preceding steps, a recommended list of finalists for the position of City Manager will be compiled. We will meet with City Council to review the recommended list of finalists and seek your indication of the most promising few to invite for interviews.

5. Background Investigations

As part of our process in evaluating your most promising candidates, we make detailed and extensive reference checks. In conducting these, it is our practice to speak directly to individuals who are now or have previously been in positions to evaluate the candidate's job performance.

EXHIBIT I

THE MERCER GROUP, INC. SAMPLE CANDIDATE EVALUATION MATRIX

*A = Significant Experience
B = Some Experience
C = No Working Knowledge*

CANDIDATE	Selection Evaluation Criteria					
	Community Relations	Strategic Management	Negotiation Skills	Team-Building Skills	Performance Budget	Communications Skills
John Jones	A	A	A	A	A	A
Mary Jackson	C	B	A	A	B	A
Juan Perez	B	A	C	B	C	A
Joe Washington	A	B	B	B	C	B
Susan Jones	A	C	B	C	C	C
William Jefferson	C	B	C	C	B	A
Linda Chong	B	C	C	C	B	B
Jenny Olson	B	A	B	B	B	B
Reuben Marconi	B	A	A	B	A	C
Stan Goldberg	A	B	A	B	C	A
Michelle Walinski	A	C	C	A	B	A

We ask each candidate to provide us with a few key references. We then network references to other persons we believe to be familiar with the experience of the candidate. In this way, we thoroughly evaluate each candidate using a 360 degree approach. We have talked to as many as 23 references concerning a single finalist candidate. These references and evaluations are combined to provide frank and objective appraisals of the top candidates. We also verify past employment difficulties, if any, including any legal action filed against former employers.

As part of our evaluation process, we verify undergraduate and graduate college degrees. As an additional option, we can arrange for credit checks, criminal checks, psychological (or similar) testing of the candidates that may be desired. (These may be extra cost items.)

6. Interview Process

We will prepare a written summary on each of your finalists. The information will cover, but not be limited to, 1) present position, 2) total years experience, 3) salary requirements, 4) education, 5) previous positions held, 6) notable projects, 7) management style, 8) skills and abilities, 9) interests, and 10) professional goals. This information will be presented to the Council in a detailed written format combined with the results of the background investigation and candidate screening.

Our report will be presented in a meeting with the City Council in which we will discuss our findings and provide background information, sample questions and a rating form for the interviews. Targeted questions will be recommended regarding management concepts and competencies as well work experience.

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

During the time candidates are in Troy for interviews, it can be effective to schedule a public reception for residents and other City leaders to meet the candidates. Such a reception can be arranged informally at a convenient time and place. Councilmembers often gain valuable feedback from those attending and from observing the interactions with Manager candidates. Community members gain confidence from meeting and talking with the candidates. Feedback may also be forthcoming from those who observe the open interviews.

Other successful interview steps include an opportunity for each finalist candidate to talk with the top City staff members and to take a guided tour of City facilities and community

assets. For a thorough interview process that helps City Council to reach a sound conclusion, we can discuss many other procedural options.

7. Negotiation and Follow-up

We will also assist in mediating the process relative to salary, benefits and other conditions of employment if you wish. This may allow the Council and the new City Manager to avoid beginning their work together with an adversarial relationship. We can be especially helpful also because we have proposed a fixed fee rather than one based on a percentage of salary.

One contingency here is that an agreement may not be able to be arranged. If that is the case, we will work with the Council to select an alternate candidate.

We are prepared to handle any and all media relations. Unless otherwise directed, it is our standard practice to tell all media that we are working on behalf of the City of Troy and that any public statement should come directly from the Council. We will maintain confidentiality of candidate information, to the extent desired by the City and to the degree possible under Michigan law.

Finally, we will notify by letter all unsuccessful candidates who were not recommended for interview of the final decision reached. We suggest, however, that it is more appropriate for the Council to directly notify all unsuccessful candidates whom they interviewed of the final result.

Once the new City Manager has been on board for 30 days or so, we are available to conduct a session with the Council and the new City Manager in order to establish mutual performance criteria and goals for the position. In this regard, we will work with the Council to help define the role of the new City Manager. We will follow up periodically with the City during the first year in order to make any adjustments that may be necessary.

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

Support from the City will be needed, as follows:

- Arranging interviews with Councilmembers, other community members and staff
- Providing budget, organization charts and other documents
- Place of contact for the search
- Processing invoices for payment

C. Schedule

We propose the following 100-day schedule (Exhibit II) from start date to the Council's appointment of the new City Manager: With the Council's contract approval by mid February, for example, we would expect to begin the search promptly, with position analysis and profile research initiated during late February. Advertising and recruitment would be conducted through mid April. This would allow us to report the top finalists by the end of April. City Council should be in a position to select a few finalists in April. Following our background checks and other preparation, interviews could be arranged in Troy by late May. A selection could be made by the City Council in May. This should allow a new City Manager to be on the job in by about July 1.

This schedule can be altered further in order to meet the City's requirements. Our proposed schedule of meetings with City Council is shown in Exhibit III.

EXHIBIT II

SCHEDULE OF CITY MANAGER SEARCH PROCESS

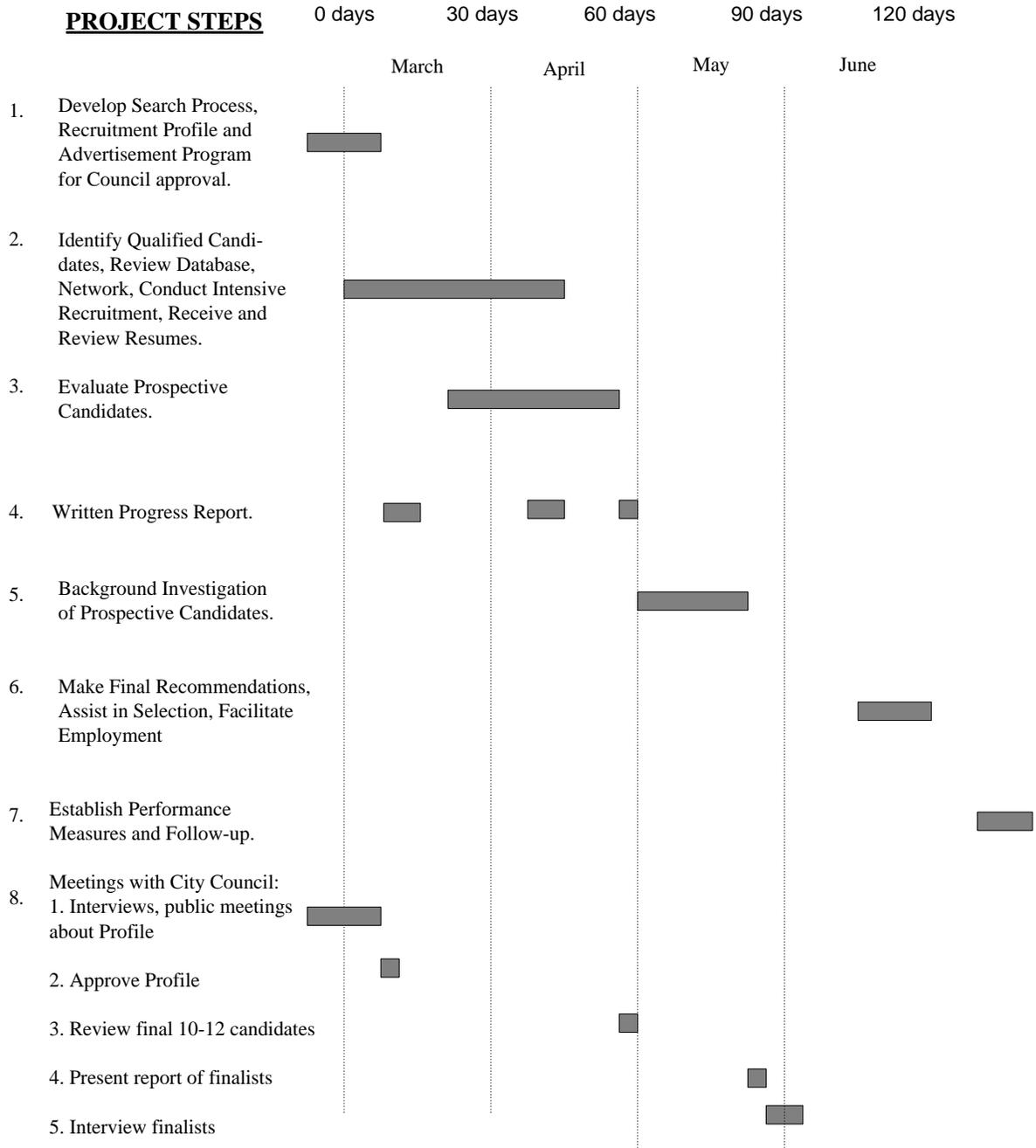


EXHIBIT III

SCHEDULE OF MEETINGS WITH THE CITY COUNCIL

1. Individual interviews with the Mayor, Councilmembers, department heads, community members and others.
2. Meeting with City Council to finalize position profile.
3. Possible meeting with Council to discuss top 8 to 10 candidates and solicit feedback.
4. Meeting with Council to present Final Report on top 3 to 5 candidates.
5. Facilitate Council's interviews with each finalist candidate.
6. Meeting with Council to assist/facilitate selection of new City Manager.
7. Possible follow-up meeting with City Council and new City Manager 30 to 60 days after start of work for purposes of establishing mutual goals, performance objectives.

III. COST PROPOSAL

Our discounted fees for the services outlined to recruit the new City Manager are \$15,000 plus not-to-exceed direct expenses of \$5,000. Our fees are broken down as follows:

Job Analysis, Position Profile.....	\$ 3,850
Advertising and Recruitment.....	1,600
Resume Review	1,200
Candidate Screening	2,000
Background Investigation.....	2,850
Interview Process.....	2,500
Negotiation and Follow-up.....	<u>1,000</u>
TOTAL FEE	\$15,000
MAXIMUM DIRECT EXPENSES.....	<u>5,000</u>
MAXIMUM FEES AND EXPENSE, CITY MANAGER	<u>\$20,000</u>

Direct expenses are for advertising sources, consultant travel, telephone, correspondence, and report preparation.

Because of our other ongoing consulting in and near Michigan, expenses can be kept to a minimum. The cost for final candidates to travel to interview with the Council is not included. Such costs are typically paid by the City on a reimbursement basis, directly to the candidates. These costs are difficult to estimate because they depend on where the candidates are located. Out-of-state costs run as high as \$750 to \$1,000 per person.

The City of Troy's cost for The Mercer Group, Inc. for services rendered under this agreement will not exceed the agreed upon price unless an increase is authorized by the City in writing. We will submit invoices for fees and expenses. It is our practice to bill one-third at the start of the search, one-third after 30 days, and one-third upon successful negotiation with the Council's selected candidate. Each invoice will be payable upon receipt for professional services. Expenses will be billed in addition and shown as a separate figure.

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

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

This proposal constitutes the agreement between us. It cannot be modified except in writing by both parties. Our agreement will be interpreted according to the laws of the State of Michigan.

IV. FIRM HISTORY, QUALIFICATIONS AND STAFFING

This section presents our qualifications to conduct projects of this type and describes the staff to be assigned to the search.

A. Firm Qualifications

The Mercer Group, Inc. is an independent management consulting firm incorporated in the State of Georgia and operating nation-wide. The firm was founded by James L. Mercer, a long-term public management consultant.

Mr. Mercer started his own firm in 1981 and, in 1984, merged it with another consulting firm, Wolfe & Associates, Inc. On June 1, 1986, Mr. Mercer acquired the Human Resource and Organizational Consulting Practice of Wolfe & Associates, Inc. This acquisition formed the basis for Mercer, Slavin & Nevins, Inc. He sold his interest in Mercer, Slavin & Nevins, Inc. early in 1990 and founded The Mercer Group, Inc.

The Mercer Group, Inc. provides exceptionally high quality management consulting services to state and local governments, transit authorities, health care providers, utilities, special districts, and private sector clients. Specialty practice areas include: executive recruitment, organization and operations analysis, productivity improvement, strategic planning, management systems, compensation/classification/policy studies, privatization, budget evaluation services, government consolidation and organization development, training, and general management consulting. Our key consultants have conducted successful searches for hundreds of public sector organizations nationally and can offer numerous references as testimony of our work. Public sector clients constitute over 90% of our business.

James L. Mercer has conducted or assisted in the conduct of more than 250 successful executive searches in recent years. Mr. Mercer is the Chief Executive Officer of our firm and can be located at our Santa Fe office as follows:

James L. Mercer, President
The Mercer Group, Inc.
28 Sierra del Sol
Santa Fe, NM 87505
Telephone: 505-466-9500; FAX: 505-466-1274
Federal Tax ID No.: 58-1877068
merc@mindspring.com
www.mercergroupinc.com

B. Resumes of Our Key Staff

1. James L. Mercer, President

Mr. Mercer holds a Master of Business Administration degree from the University of Nevada, Reno, and a Bachelor of Science degree in Industrial Management from the same institution. He has also received a Certificate in Municipal Administration from the University of North Carolina at Chapel Hill and is a graduate of the Executive Development Program at Cornell University. Mr. Mercer is a Certified Management Consultant (CMC) and has more than 23 years of experience in executive search and management consulting. He has authored or co-authored five books and has written more than 200 articles on various management topics. His experience covers the following functional areas: executive search, organization and operations analysis, management systems, productivity improvement, seminars/training, goal setting, strategic planning, privatization, government, consolidation, and general consulting.

Prior to founding The Mercer Group, Inc., Mr. Mercer held positions as President of Mercer, Slavin & Nevins, Inc.; Regional Vice President of Wolfe & Associates, Inc.; as Partner and Vice President of Korn/Ferry International; General Manager of Battelle Southern Operations; National Program Director for Public Technology, Inc.; and Assistant City Manager of Raleigh, North Carolina.

2. Thomas C. Dority, Senior Vice President

Mr. Dority is a career city manager with over 30 years experience in public policy development, finance, budgeting, employee relations and management of public safety, public works and community development. He is a past member of the Board of Directors of the Michigan City Management Association. A member of the adjunct faculties of Eastern and Western Michigan Universities, he was associated with the Institute for Community and Regional Development for Council goal-setting and has taught a graduate seminar in local government administration. He has published articles in Ohio and Michigan municipal publications. Mr. Dority is a past member of the Boards of the Michigan Association of Community Arts Agencies and the Museum Associates of Michigan State University. He is currently on the Board of A Woman's Place. His experience and qualifications include the following:

- Top manager in five local governments, employing over 400 people, designing and executing major public policies, building successful working relationships with elected Boards.
- Experienced facilitator of volunteer and elected Boards, mission planning, goals and consensus.

- Experienced change agent of organization structure, continuous improvement and team building.
- Recruited, hired key professionals in high profile community positions.
- Evaluated professional staff for fifteen years and helped plan for their professional growth.

Mr. Dority holds a Master of Public Administration from the University of Colorado, 1971 and a Bachelor of Science, Business Administration, from the University of California, 1966. He was City Manager in East Lansing, Michigan for ten years and in Oxford, Ohio for five years. Mr. Dority served as a consultant to Ohio municipalities with Deloitte Haskins + Sells and held top City and County positions in Finance, Human Resources and general management in Colorado and Oregon. He served with the U.S. Air Force in Southeast Asia.

Mr. Dority has conducted many searches as a career city manager and has been the principal consultant for over eighty executive searches during the past ten years. He is President of Tom Dority & Associates, Inc., a municipal consulting business incorporated in Michigan. His firm represents The Mercer Group, Inc., for many professional engagements under a standing Subcontractor Agreement. He serves as Senior Vice President of our firm and manages our Michigan and Colorado offices as follows:

Thomas C. Dority
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Thomas C. Dority
Janet Lazar
The Mercer Group, Inc.
2313 Northampton Way, Lansing, MI 48912
Telephone: 517-487-4575; FAX: 517-482-8750
e-mail: tomdority@comcast.net

3. Susan Gapter-Dority, Senior Consultant

Susan Gapter-Dority will assist in the research, profile interviews and continuity during this project. Ms. Gapter-Dority has over 20 years experience as a C.P.A. in public practice, most recently a partner in the regional accounting firm, Kennedy and Coe, LLC. She served as personnel partner, hiring, training and mentoring staff. Her emphasis has been in human resources, employee benefits, facilitation and mediation, organizational structure and tax. During her public accounting career, she has managed many municipal audits. With the Mercer Group, Inc., Ms. Gapter-Dority has assisted with many searches and provided the lead on others.

Ms. Gapter-Dority holds a Business Administration degree in Accounting, Summa Cum Laude, from the University of Northern Colorado, 1980. She obtained an undergraduate degree in microbiology from Colorado State University in 1964. She has served on the Boards of the Community Foundation, Hospice, Chamber of Commerce and is a past-president the University of Northern Colorado Foundation and her Rotary club.

4. Janet Lazar, Senior Vice President, Lansing, Michigan

Ms. Lazar is a recruiting and compensation consultant with The Mercer Group, Inc., and manages the Lansing office. She has over 25 years experience in municipal management. She served in financial management roles with the City of Lansing, Michigan, resulting in her appointment as Director of the Budget/Deputy Finance Director in that City in 1993. Since 1984, she has also served as a consultant to municipalities for executive search, financial planning, budgeting and employee compensation and benefit evaluation. She is president of Benefit, Evaluation & Retirement Services, Inc., since 1993, serving municipal clients directly and in a standing subcontractor role with The Mercer Group, Inc.

Ms. Lazar holds a BA in Political Science and Math, cum laude, and an M.A. in Political Science from Northern Illinois University. She also holds an M.P.A. from NIU and is a certified financial planner. Her consulting experience with The Mercer Group, Inc., includes the Cities of Bay City and Rochester Hills, the City of Henderson, Nevada, Charleston, SC, Board of Public Works and the St. Paul Utilities Board, Minnesota.

V. WHY YOU SHOULD SELECT THE MERCER GROUP, INC.

We believe some advantages to using The Mercer Group, Inc. which you may wish to consider are:

1. **Critical Path Method** The Mercer Group, Inc. uses a "critical path" search process which is designed to allow our clients to focus their attention on the selection process rather than on recruiting and screening candidates. We have learned that each client's need for key executives is different and that there is no one "best" person for all situations. The best prospects are most frequently happily employed and are not responding to advertisements. These people typically need to be sought out and encouraged to become candidates. They are understandably reluctant to apply for positions if their interest could become a matter of public information prior to being assured that they will be finalist candidates. Our approach to this assignment will reflect the unique qualities of the City of Troy. It will honor the interests of candidates to the extent possible under Michigan law.
2. **Reasonable Fees** Our practice was formed to provide exceptional quality recruitment services to our clients. Our system is designed to allow us to extend reasonable fees to our non-profit and governmental clients and still be within our profit margins on each assignment.
3. **Experience** Our search specialists are among the most experienced recruiters in the United States. We are also conducting similar consulting assignments currently.
4. **Repeat Engagements** We have received a considerable amount of repeat business from our clients during the recent past.
5. **Unique Skills and Services** We offer a valuable combination of skills and services which is unique in our industry. Our firm is nationally respected in the areas of organization analysis and development, team building, strategic planning, goal setting, and productivity analysis.
6. **Performance Guarantees** We guarantee that we will not recruit candidates for other clients from the City of Troy unless, for some reason, you specifically authorize us to do so. We further guarantee that if all the steps of our proposal are approved and carried out, should the selected candidate leave your employ within the first year of employment, we will redo the search for the cost of our expenses only. Our other guarantees include never attempting to recruit our placement without your permission and continuing the search until you are satisfied.
7. **Strategic Locations** We are a national firm and serve the United States from our offices nationwide. We will be in Troy when you need us.

8. **Specialists in Search** We are specialists in public sector and related executive search and will devote our most experienced consultants to this project. We will not delegate any important aspect of the work to less experienced staff.
9. **Positive Track Record** We have a positive track record of placements on all of our search assignments and have satisfied clients as references.
10. **Objectivity and Custom Tailored Services** We do not use the same cadre of candidates again and again. And, we have no allegiances which preclude our total objectivity respective of any candidate.
11. **Thorough Work Product** We check references, we verify education and our work product is most thorough and of the highest quality.
12. **Contemporary Organization Analysis Insight** We have contemporary organization analysis experience with similar organizations and will share our insights about your organization as we proceed with the search.
13. **Proven Satisfaction** Over 90 percent of our placements during the past five years are still in their same positions.
14. **Ethical Standards** We have participated in the establishment of ethical standards for public sector executive search firms, and we abide by those standards. We also abide by the Ethical Standards of the Institute of Management Consultants and the International City/County Management Association.
15. **Objective Evaluation** We are experienced in objectively evaluating internal and local candidates.
16. **Contacts** We have the local, state-wide and national contacts to expedite the search process.
17. **Database** We have a large database of well-qualified candidates which can be searched.
18. **Minority/Women Placements** We have a number of minority and women placements.
19. **Diagnostic Techniques** We use diagnostic techniques to determine the needs of our clients and to determine how candidates match up with those needs.
20. **Position Dimensions Analysis** We use a technique which allows for the determination of dimensions that are important in a City Manager's position and then determine specific questions that we should ask prospective candidates that will allow

us to systematically determine whether or not those individuals have those characteristics. (For example, one dimension might be negotiating skills; leadership skills might be another, etc.)

21. **Dimensions Matrix** We also use a matrix approach to display the candidates along a number of dimensions and then review the top 10 or so of those individually with the Council to get their involvement and feedback prior to us spending City resources to interview a large number of candidates. This helps better target the search and produces a much more effective result.
22. **Group Process Techniques** In addition, we use a number of group process techniques to assist the Council and the new City Manager to better settle in and focus on a set of mutual performance criteria once the new person has been selected and comes on Council.
23. **Never Say "No"** We almost never say "no" to our clients.
24. **Keep You Involved** We will keep the Mayor and Council actively involved in the search process at all times.
25. **Ready to Go** We are ready to begin work immediately and proceed rapidly to complete this assignment. We can meet your schedule.

VI. ACCEPTANCE

This proposal is accepted for the City of Troy, Michigan by:

SIGNATURE:

NAME:

TITLE:

DATE:

* * * * *

APPENDIX A: PREVIOUS SEARCHES

For brevity, an abbreviated list of our executive search experience follows. We will be happy to provide the entire list of hundreds of clients and positions.

* Executive search work performed by a current staff member while working for another firm.

1. PUBLIC SECTOR

City Managers/Administrators

Akron, Ohio - Assistant to the Mayor (Technology Agent) - 1973
Alachua, Florida - City Manager - 2001
Albany, Georgia - Assistant City Manager (Limited scope search) - 2000
Angel Fire, New Mexico - Town Administrator (Limited scope search) - 2000
Andrews, Texas - City Manager - 2000
Ann Arbor, Michigan - City Administrator - 1988
Ann Arbor, Michigan - City Administrator - 1995
Ann Arbor, Michigan - City Administrator - 2001
Arlington, Texas - Assistant City Manager (Technology Agent) - 1973
Aspen, Colorado - City Manager - 1989
Athens/Clarke County Unified Government, Georgia - Manager - 1995
Athens/Clarke County Unified Government, Georgia - Manager - 2000
Aurora, Colorado - City Manager - 1989
Austin, Texas - City Manager - 1988
Avondale, Arizona - City Manager - 2000
Barrington, Illinois - Village Manager - 1998
Bay City, Michigan - City Manager - 2003
Beavercreek, Ohio - City Manager - 1985
Beavercreek, Ohio - City Manager - 2003
Belding, Michigan - City Manager - 1999
Bellaire, Texas - City Manager - 1996
Billings, Montana - City Administrator - 2003
Billings, Montana - City Administrator - 1999
Billings, Montana - Assistant City Administrator - 2003
Billings, Montana - Deputy City Administrator - 2003
Bloomfield Hills, Michigan - City Manager - 2001
Boca Raton, Florida - Assistant City Manager - 1989
Boulder, Colorado - City Manager - 2002
Boynton Beach, Florida - City Manager - 1999
Cairo, Georgia - City Manager - 1995
Cape Coral, Florida - City Manager - 1996
Carpentersville, Illinois - Village Manager - 2001
Carrboro, North Carolina - Town Manager - 2003
Casa Grande, Arizona - City Manager - 2003
Casselberry, Florida - City Manager (Limited scope search) - 2003
Centennial, Colorado - City Manager - 2001
Charlotte, North Carolina - City Manager - 1981
Charlotte, North Carolina - City Manager - 1996
Charlotte, North Carolina - Deputy City Manager (Limited scope search) - 2000
Chesapeake, Virginia - City Manager - 1996
Clayton, Missouri - City Manager - 2003
*Cloverdale, California - City Manager - 2001

College Park, Georgia - City Manager - 2002
College Park, Maryland - City Manager - 2004
College Park, Maryland - City Manager - 2002
*Colma, California - City Manager - 1998
Columbia, South Carolina - City Manager - 1997
Columbus, Georgia - City Manager - 1995
Concord, North Carolina - City Manager - 1999
Coral Springs, Florida - Assistant City Manager - 2000
*Cotati, California - City Manager - 1997
Culpeper, Virginia - Town Manager - 2000
*Daly City, California - Assistant City Manager - 1995
Danville, Virginia - City Manager - 1999
Davie, Florida - Town Administrator - 1999
Daytona Beach, Florida - City Manager - 2002
Decatur, Illinois - City Manager - 1987
Deerfield Beach, Florida - City Manager - 1989
DeKalb, Illinois - City Manager - 1998
Delaware, Ohio - City Manager - 1998
Delray Beach, Florida - City Manager - 1986
Del Rio, Texas - City Manager (Limited scope search) - 1995
Derby, Kansas - City Manager - 2001
Dothan, Alabama - City Manager - 2002
Durham, North Carolina - City Manager - 2004
East Point, Georgia - City Manager - 1996
East Point, Georgia - City Manager - 1999
Elkhart, Kansas - City Administrator (Limited scope search) - 2000
Eloy, Arizona - City Manager - 2000
El Paso, Texas - City Manager 2004
Enid, Oklahoma - City Manager - 1997
*Encinitas, California - City Manager - 1999
Eugene, Oregon - Assistant City Manager (Technology Agent) - 1973
Evanston, Illinois - Assistant City Manager (Technology Agent) - 1973
Evanston, Illinois - City Manager - 1996
Fairmont, Minnesota - City Administrator - 1988
Federal Heights, Colorado - City Manager - 2004
Federal Way, Washington - City Manager - 1999
Flint, Michigan - City Administrator - 2001
Florence, South Carolina - City Manager - 1996
Fort Lauderdale, Florida - City Manager - 1998
Fountain Hills, Arizona - Town Manager - 2002
Frankfort, Kentucky - City Manager - 2003
Franklin Village, Michigan - Village Administrator - 1998
Gainesville, Florida - City Manager - 1995
Glencoe, Illinois - Village Manager - 2000
Glendale, Arizona - Deputy City Manager (2 Positions) - 2004
Glenview, Illinois - Village Manager - 2004
Goldsboro, North Carolina - City Manager - 2004
Grand Ledge, Michigan - City Administrator - 1999
Green Cove Springs, Florida - City Manager (Limited scope search) - 1997
*Greenfield, California - City Manager - 1998

Greensboro, North Carolina - Assistant City Manager (Limited scope search) - 1996
Gulfport, Florida - City Manager - 2003
Gulfport, Florida - City Manager - 1989
Hampton, Virginia - Assistant City Manager (Technology Agent) - 1973
Hampton, Virginia - City Manager - 1984
*Healdsburg, California - City Manager - 1995
Highland Park, Michigan - Interim City Manager - 2002-2003
High Point, North Carolina - Assistant City Manager (Technology Agent) - 1973
Howell, Michigan - Deputy City Manager for Financial Services - 2004
Huber Heights, Ohio - City Manager - 2000
Hudson, Ohio - City Manager - 1997
Independence, Missouri - Assistant City Manager (Technology Agent) - 1973
Indian Rocks Beach, Florida - City Manager (Limited scope search) - 1997
Jackson, Michigan - City Manager - 1996
Jackson, Michigan - City Manager - 2004
Jacksonville, North Carolina - City Manager - 1998
Jersey City, New Jersey - Assistant Business Manager (Technology Agent) - 1973
Johnson City, Tennessee - City Manager - 2005
Joplin, Missouri - City Manager - 2004
Kent, Ohio - City Manager – 1997, 2005
Kettering, Ohio - Assistant City Manager (Technology Agent) - 1973
Kingsport, Tennessee - City Manager - 1999
Lakeland, Florida - City Manager - 2003
Lakeland, Florida - Assistant to the City Manager - 2004
*Lakeport, California - City Manager - 2001
Laurinburg, North Carolina - City Manager - 1999
Lapeer, Michigan - City Manager - 2002
League City, Texas - City Administrator - 2004
*Livermore, California - City Manager - 2000
*Livermore, California - Assistant City Manager - 2001
Longboat Key, Florida - Town Manager - 1993
Longboat Key, Florida - Town Manager - 1997
Longboat Key, Florida - Assistant Town Manager - 1996
*Los Altos, California - City Manager - 1998
Louisville, Ohio - City Manager - 2001
Lower Merion Township, Pennsylvania - Assistant Township Manager (Technology Agent) - 1973
Manistee, Michigan - City Manager - 2001
Martinsville, Virginia - City Manager - 2004
Matthews, North Carolina - Town Manager - 2002
Melbourne, Florida - City Manager - 2002
Middletown, Ohio - City Manager - 1984
Middletown, Pennsylvania - Borough Manager - 2001
*Mill Valley, California - City Manager - 1999
Minneapolis, Minnesota - Assistant City Coordinator (Technology Agent) - 1973
Minnetonka, Minnesota - City Manager - 2000
Minster, Ohio - Village Administrator - 1986
Monroe, Michigan - City Manager - 1992
Montgomery, Illinois - Village Manager - 2000
*Morgan Hill, California - City Manager - 1996
Mound, Minnesota - City Manager - 2000

Naples, Florida - City Manager - 2003
Negaunee, Michigan - City Manager - 2004
Norfolk, Virginia - City Manager - 1999
North Miami, Florida - City Manager - 2002
Northglenn, Colorado - City Manager - 2001
Northville Township, Michigan - Township Administrator - 1999
North Myrtle Beach, South Carolina - City Manager - 2003
North Myrtle Beach, South Carolina - City Manager - 1997
North Port, Florida - Assistant City Manager (Limited scope search) - 2003
North Port, Florida - Assistant City Manager (Limited scope search) - 2002
*Novato, California - Assistant City Manager - 2002
Oak Ridge, Tennessee - City Manager - 2003
Oklahoma City, Oklahoma - Assistant City Manager (Technology Agent) - 1973
Oklahoma City, Oklahoma - City Manager - 1986
*Oxnard, California - City Manager - 1997
Pasadena, California - Assistant City Manager (Technology Agent) - 1973
Payson, Arizona - Town Manager - 2002
*Petaluma, California - City Manager - 1996
Phoenix, Arizona - City Manager - 1989
Plainview, Texas - City Manager - 2003
Ponce Inlet, Florida - Town Manager - 2001
Port Huron, Michigan - City Manager - 1997
Portsmouth, Virginia - City Manager - 2000
Pueblo, Colorado - Assistant City Manager (Technology Agent) - 1973
Punta Gorda, Florida - City Manager - 1995
Punta Gorda, Florida - City Manager - 1998
Punta Gorda, Florida - City Manager - 2004
Raleigh, North Carolina - Assistant to the City Manager - 1971
Raleigh, North Carolina - City Manager - 2000
Reading, Pennsylvania - Managing Director - 2003
*Reno, Nevada - City Manager 1995
Richland, Washington - City Manager - 1998
Richland, Washington - City Manager (Limited scope search) - 2000
Richmond, Michigan - City Manager - 1998
Rio Rancho, New Mexico - City Administrator - 2003
Roanoke, Virginia - City Manager - 1999
Rock Hill, South Carolina - City Manager - 2001
Rock Hill, South Carolina - City Manager - 1993
Rockville, Maryland - City Manager - 1998
St. Pete Beach, Florida - City Manager - 2001
St. Petersburg, Florida - Assistant City Manager (Technology Agent) - 1973
St. Petersburg, Florida - Deputy City Manager Public Works - 1988
San Diego, California - Deputy City Manager - 1988
*San Diego, California - Assistant City Manager - 2000
San Jose, California - Assistant City Manager (Technology Agent) - 1973
*San Rafael, California - City Manager - 1996
*Santa Rosa, California - City Manager - 2000
Sarasota, Florida - City Manager - 1986
*Saratoga, California - City Manager - 1997
Saratoga, California - City Manager - 2000

Savannah, Georgia - City Manager - 1994
Sioux City, Iowa - Assistant City Manager (Technology Agent) - 1973
*Solana Beach, California - City Manager - 2002
South Brunswick Township, New Jersey - Township Administrator - 1987
South Haven, Michigan - City Manager - 1999
Southlake, Texas - Assistant City Manager - 2005
South Miami, Florida - City Manager - 2003
Southfield, Michigan - City Administrator - 1999
Sparks, Nevada - City Manager - 1989
Spartanburg, South Carolina - City Manager - 1984
Spartanburg, South Carolina - City Manager - 1995
Spartanburg, South Carolina - City Manager - 2001
Suffolk, Virginia - City Manager - 2002
Sun'n Lake Sebring Improvement District, Florida - General Manager - 2004
Sun'n Lake Sebring Improvement District, Florida - General Manager - 2002
Sunrise, Florida - City Manager - 1989
Swartz Creek, Michigan - City Manager - 2000
Takoma Park, Maryland - City Manager - 2004
Talladega, Alabama - City Manager - 2003
Tallahassee, Florida - City Manager - 1994
*The Sea Ranch - Community Manager - 2002
*Tiburon, California - City Manager - 2000
Tifton, Georgia - City Manager - 1996
Topeka, Kansas - Assistant to the Mayor (Technology Agent) - 1973
Topeka, Kansas - Chief Administrative Officer - 2002
*Tracy, California - Deputy City Manager - 1999
Traverse City, Michigan - City Manager - 1987
Treasure Island, Florida - City Manager - 2004
Treasure Island, Florida - City Manager - 1996
Tucson, Arizona - City Manager - 2004
Tucson, Arizona - Assistant City Manager (Technology Agent) - 1973
*Union City, California - City Manager - 1995
Vero Beach, Florida - City Manager - 2004
Virginia Beach, Virginia - City Manager - 1991
Virginia Beach, Virginia - Deputy City Manager - 1987
West Hartford, Connecticut - Assistant City Manager (Technology Agent) - 1973
Westminster, Colorado - City Manager - 2000
West Palm Beach, Florida - City Manager - 1988
Wilmington, North Carolina - City Manager - 2002
Wilmington, North Carolina - Deputy City Manager - 2003
Wilson, North Carolina - City Manager - 2004
Winter Haven, Florida - City Manager - 1986
Winter Haven, Florida - City Manager - 2001
Worcester, Massachusetts - Assistant City Manager (Technology Agent) - 1973
Worcester, Massachusetts - City Manager - 1993
Worthington, Minnesota - City Manager - 1988
Wylie, Texas - City Manager - 2004
York, Pennsylvania - Business Administrator & Assistant Solicitor - 2000

County Managers/Administrators

Alachua County, Florida - County Manager - 1999
Alachua County, Florida - County Manager - 1984
Arapahoe County, Colorado - County Administrator – 1999
Archuleta County, Colorado – County Administrator – 2006
Athens/Clarke County Unified Government, Georgia - Manager - 1995
Athens/Clarke County Unified Government, Georgia - Manager - 2001
Beaufort County, South Carolina - County Administrator - 1992
Broward County, Florida - Assistant to the County Administrator for Affordable Housing - 2004
Charleston County, South Carolina - County Administrator - 1998
Charlotte County, Florida - County Administrator - 2002
Charlotte County, Florida - County Administrator - 1995
Chesterfield County, Virginia - County Administrator - 1983
Clarke County, Georgia - County Administrator - 1984
Collier County, Florida - County Administrator (Limited scope search) – 2000
Eagle County, Colorado – County Administrator – 2005
Fairfax County, Virginia - County Executive - 1980
Grady County, Georgia - County Administrator (Limited scope search) - 1999
Gwinnett County, Georgia - County Manager - 1987
Gwinnett County, Georgia - Executive Assistant to the Board - 1985
Henrico County, Virginia - Assistant County Manager (Technology Agent) - 1973
Henry County, Georgia - County Administrator - 1984
Hernando County, Florida - County Administrator - 2000
Hillsborough County, Florida - County Administrator - 1986
Hillsborough County, Florida - Deputy County Administrator - 2004
Hillsborough County, Florida - Assistant County Administrator for Human Services - 2004
Incorporated County of Los Alamos, New Mexico - County Administrator - 1998
Indian River County, Florida - County Administrator - 1987
Jefferson Parish, Louisiana - Assistant to the Parish President (Technology Agent) -1973
Johnson County, Kansas - County Administrator - 1998
Lee County, Virginia - County Administrator - 1991
Leon County, Florida - County Administrator - 1989
Leon County, Florida - Assistant County Administrator - 1989
Los Alamos County, New Mexico - County Administrator - 2003
Los Alamos County, New Mexico - County Administrator - 1999
Lowndes County, Georgia - County Manager - 2001
Manatee County, Florida - County Administrator - 1984
Manatee County, Florida - County Administrator - 1993
Nashville/Davidson County , Tennessee - Assistant to the Mayor (Technology Agent) - 1973
Northampton County, Virginia - County Administrator - 1999
*Nye County, Nevada - County Manager - 1998
Orange County, North Carolina - County Manager - 1987
Osceola County, Florida - County Administrator - 2003
Palm Beach County, Florida - County Administrator - 1985
Polk County, Florida - County Administrator - 1989
Prince William County, Virginia - County Executive - 1990
Ramsey County, Minnesota - County Manager - 1999

St. Louis County, Minnesota - County Administrator - 1987
Santa Rosa County, Florida - County Administrator - 1988
Spartanburg County, South Carolina - County Administrator - 1999
Stafford County, Virginia - County Administrator - 2002
Summit County, Colorado - County Manager - 2001
Union County, North Carolina - County Manager - 2001
Volusia County, Florida - County Manager - 1995
Wise County, Virginia - County Administrator - 2001

APPENDIX B: REFERENCES

You may contact any of the following for references on the professional work of Mr. Dority:

Robert DeBrosse
Mayor
City of Piqua
201 W. Water Street
Piqua, OH 45256
937-773-1481
City Manager search

Georgia Fojtasek
President and CEO
W.A. Foote Memorial Hospital
205 N. East Avenue
Jackson, MI 49201
517-788-4942
Search for President/CEO
The Enterprise Group

Mayor Kathleen Novak
City Manager Phillip Nelson
City of Northglenn
population 28,000
11701 Community Center Dr.
Northglenn, CO 80233
303-451-8326
City Manager, Police Chief, Finance

Mayor Mark Ruzzin
Joann Roberts Stacy, H.R. Director
City of Boulder
1777 Broadway
Boulder, CO 80306
303-441-3011
City Manager, City Attorney Search

Mayor Martin Griffin
City Manager William Ross
City of Jackson
Population: 37,500
161 W. Michigan Ave.
517-788-4035
City Manager,
Police and Fire Chiefs
Other Community searches

City Administrator Marc Ott
(now Dep.C.M., Fort Worth, TX
817-871-6111)
City of Rochester Hills
population: 64,200
1000 Rochester Hills Dr.
Rochester Hills, MI 48309-3033
810/656-4600
Multiple Searches, Compensation Study

Village President Irwin A. Bock
Marc G. Hummel, Village Manager
Population: 38,500
2121 W. Lake St.
Hanover Park, IL 60103
630-372-4210
Multiple Searches

Margene Ann Scott
President
Michigan Municipal League
1675 Green Road
Ann Arbor, MI 48106-1487
734-669-6303
Executive Director search

You may contact any of the following for references on the professional work of The Mercer Group, Inc.:

Mayor John Hieftje
Jane Lumm, former City Councilmember
City of Ann Arbor, Michigan; population: 109,592
100 N. Fifth St., Ann Arbor, MI 48107-8647
(313) 994-2766
City Administrator Search

Mayor Nancy Heil
City of Westminster, CO; population: 99,081
4800 W. 92nd Avenue
Westminster, CO 80031
City Manager Search

Mayor Randy Pye
City of Centennial, CO; population: 103,500
7777 E. Arapahoe Rd.
Centennial, CO 80112
303-734-4567
City Manager Search

Mr. Michael Lary
Personnel Director
Volusia County; population: 385,000
123 W. Indiana Ave.
Deland, Florida 32720-4612
(904) 736-5951
County Manager Search

Mayor Meyera Oberndorf
City of Virginia Beach; population: 308,664
City Hall Building
Virginia Beach, Virginia 23456
(804) 427-5445
City Manager Search, Deputy City Manager, City Attorney,
and Director of Personnel Searches

Commissioner Stephen T. Patton, District 1
City of Worcester; population: 169,759
16 Haygood Road
Worcester, Massachusetts 01605
(508) 852-3475
City Manager Search

Mr. Robert J. O'Neill, Jr.
Former City Manager
City of Hampton; population: 133,793
Now Executive Director, ICMA
202-289-4262
Various Searches

Mr. David R. Sollenberger
City Manager
City of Sarasota; population: 50,961
P. O. Box 1058
Sarasota, Florida 33578
(813) 954-4102
Police Chief and Director of Human Resources Searches

Mayor Lorraine Morton
City of Evanston
2100 Ridge Ave.
Evanston, IL 60204
(708) 328-2100
City Manager Search

APPENDIX C:

QUESTIONS AND ANSWERS ABOUT EXECUTIVE RECRUITMENT

1. **Why should a public sector organization utilize an executive recruiter?**

We have the experience, time and a vast array of national contacts in public agencies. This will save your organization time and money in filling key positions with candidates of exceptional quality.

The trend is that more and more public agencies, both large and small, are turning to executive search firms to recruit key executives and managers who may be happy and successful elsewhere. This trend has developed because of the complexity and time consuming nature of locating and selecting high quality persons for public sector organizations and by the tremendous success of specialty firms such as ours in meeting client needs quickly and efficiently.

2. **How is an executive recruitment conducted?**

Our methods have been successfully tested over a number of years. We normally meet with the key clients and appointed officials who engage us in order to determine the selection criteria for the position. These criteria usually include education and professional development, related experience, management style and abilities, and personal characteristics. We then seek out exceptionally well-qualified individuals and invite them to become candidates. We screen candidates against the selection criteria and thoroughly evaluate the background of the most promising candidates. We submit to you a detailed report on the top five or so candidates who best meet the criteria.

We arrange interviews of the candidates with you, attend the interviews ourselves, negotiate with selected finalists if you wish, and notify remaining applicants of your decision. Throughout the process, we acknowledge all applicants and keep you informed of progress. We will also conduct a goal and objective-setting session with you and the key executive to fully establish him/her within the organization. Where possible, we maintain confidentiality of all information in accordance with our professional standards.

3. **When can results be expected?**

A national search process normally takes 90 days from agreement to submission of the final report. Interviews can be conducted immediately after the report is submitted and negotiations with the selected candidate can be concluded shortly thereafter. More limited searches can usually be completed more quickly.

4. What are the chances of success?

We have an outstanding success rate on all of our executive recruitment assignments and will be pleased to offer numerous references as tributes to our work.

5. What will the electorate think?

They are concerned with excellent quality and timeliness of service and with cost efficiency. Our process assures you that these constituent objectives are being met most effectively.

6. What is the role of the client?

The client is the key decision-maker. We will not usurp the client's authority relative to the process and the key decisions. We work closely with our client to assure that final results are highly acceptable.

7. What does it cost?

We charge a fixed professional service fee that does not depend upon salary paid. In addition, our consulting expenses usually are an additional 40 percent of the professional service fee. Our fees vary according to local circumstances.

8. What other services are provided?

If, for some reasons, the selected candidate leaves within the first year, we guarantee that we will conduct a replacement search for expenses only. In addition, we guarantee that we will not attempt to recruit any of the client's key people for other positions for a period of two years from the completion of the search.

9. What about EEO requirements?

The Mercer Group, Inc. is an equal opportunity recruiter. We will not discriminate against any person on the basis of race, religion, creed, color, gender, handicap, sexual orientation or national origin. We have had numerous women and minority candidates and placements.