

RFP 4201 Solicitation - Vendor Submission


Vendor Information

Company Name: Management Partners
Contact Name: Keith Spoelker
Contact Title:
Address: 1730 Madison Road
City: Cincinnati
State: OH
Zip Code: 45206
Other:
Email: bids@managementpartners.com
Phone: 5138615400
Business Type:

Addenda

X - No addenda was received

Attachments

 [Management Partners_RFP4201_1_Tue Dec 08 10:59:24 EST 2020.pdf](#)

Additional Vendor Comments:

Management Partners



December 8, 2020

Mr. Calvin Brinks
Kent County Purchasing Division
Kent County Administration Building
300 Monroe Avenue N.W.
Grand Rapids, MI 49503

Regarding RFP 4201 – Executive Recruiting Consulting Services

Dear Mr. Brinks:

After long-term County Administrator/Controller, Wayman Britt was promoted to interim and then permanent County Administrator/Controller, he is retiring in July 2021. In addition, the 19-member Board of Commissioners had a turnover of four members in the most recent election. Kent County wants to find a candidate who will lead the staff in accomplishing the Board of Commissioners' mission: "Through responsible budgeting and thoughtful planning, Kent County government is committed to providing resources and services that promote a high quality of life for the entire community."

EXECUTIVE SUMMARY

We are local government experts who have worked with leaders for 26 years to help them improve the way their governments function. We are currently assisting 12 jurisdictions with their executive recruitments and have successfully completed 67 searches within the last eight years. The overwhelming majority of our placements are successful – approaching 100%. On the rare occasion that a placement is not successful, meaning we do not find a candidate or the candidate leaves within the first year, we will reopen the search and assist you in replacing the person for no additional professional fee except for out-of-pocket expenses such as advertising and related costs.

We are focused on results and have a bias for action. Each project is customized to the unique circumstances of the agency and incorporates the informed perspective of the Commissioners and key stake holders.

Our team is familiar with local government and is excited about the potential of working with the County on this recruitment and we look forward to discussing our approach and qualifications with you in more detail. Please let me know if there is any other information we can provide.

BUSINESS ORGANIZATION

Management Partners helps local governments across the U.S. to work more effectively and run more efficiently.

Founded: 1994, in the state of Ohio; Management Partners, Incorporated is an S-Corporation wholly owned by Jerry Newfarmer; we are authorized to do business in the state of Michigan.

Offices: 1730 Madison Road, Cincinnati, Ohio 45206; (513) 861-5400; We also have offices in San Jose and Costa Mesa, California; www.managementpartners.com

Consultant: The lead recruiter will be Mike Casey, mcasey@managementpartners.com

Associates: 100+, including 22 former city/county managers

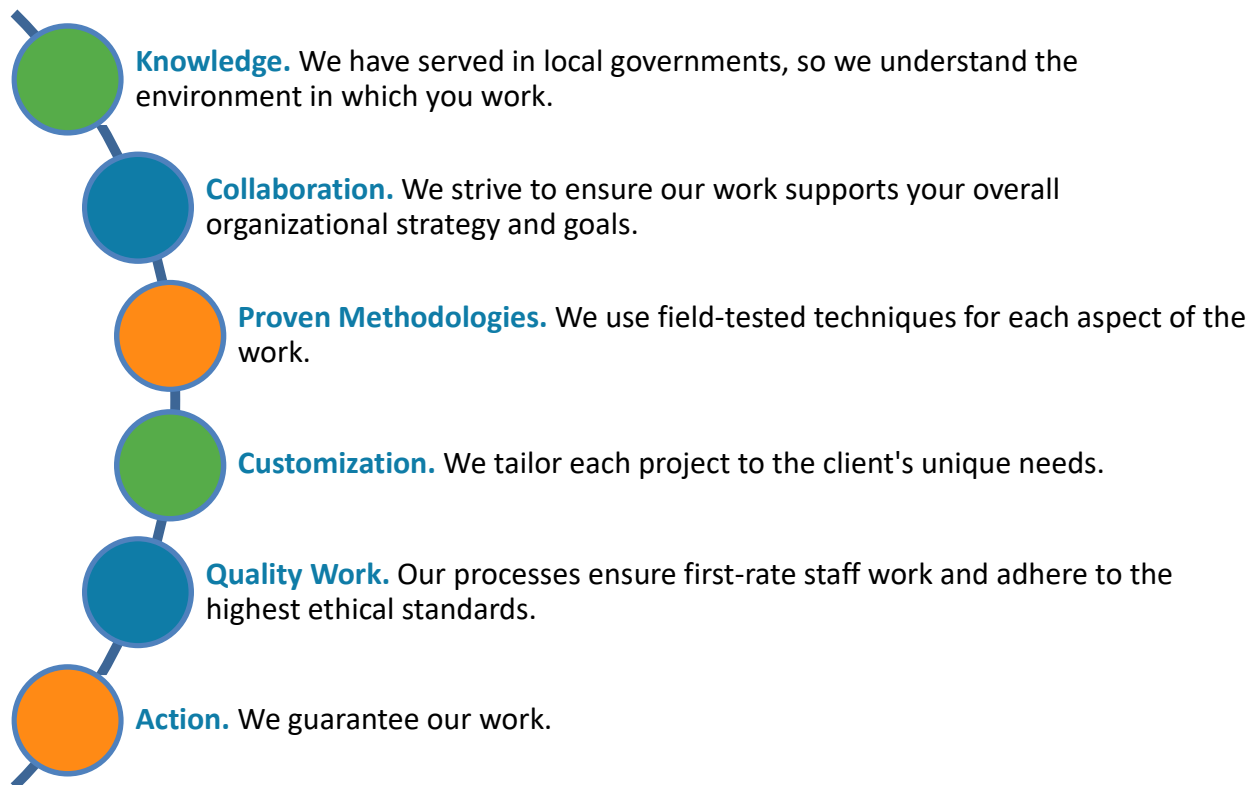
Clients to date: 900+ local governments in 42 U.S. states

Projects completed: More than 1,700

Services offered:

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

Our many repeat clients tell us they choose us because of the principles on which our work is built:



RECOMMENDATION

Our Philosophy About Executive Hiring Support

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

- **High Ethical Standards.** We conduct each search with integrity, respecting the confidentiality of the client's decision-making process and the confidentiality of the candidate's interest in the position.
- **Extensive Depth and Reach.** Management Partners seeks the best professionals for the position by speaking with knowledgeable people to identify superb candidates. We then seek to interest those individuals in considering the position. In addition, we carefully choose online publications, and other media where appropriate, to encourage all qualified persons to apply.
- **Quality Client Representation.** Management Partners is the agent of the client in conducting an executive search and we recognize the responsibility to present the client in the most positive manner. Moreover, throughout the selection process we assist the client in presenting the employment situation in the most positive of terms.
- **Well-planned and Executed Hiring Support.** Management Partners provides advice and support throughout the hiring process. Candidates are treated with respect and we help complete the hiring process in a way designed to launch the appointee's new relationship with the organization positively and productively.

Our approach is designed to ensure high quality performance so that you have an excellent pool from which to choose. The approach is individually planned and executed to make certain your needs are met with a budget and schedule that works for you. We work with you to articulate the core values of the organization and the key issues to be addressed when recruiting a new person.

- **We recruit aggressively.** Our work as a firm gives us a national presence through the clients we serve and the skills and contacts of our staff. This perspective is a particular strength as we work to bring best practices as well as highly qualified candidates to your organization. We believe that aggressive outreach is the key to success in executive recruitment rather than to simply hope that the right person will respond to a passive advertisement.
- **We get results.** We will complete a search to your satisfaction regardless of the time and effort required.
- **We guarantee our work.** If the person you hire does not work out within a year, we will reopen the search and assist you in replacing the person for no additional professional fee. Should this unlikely situation occur, we would expect to be reimbursed for out-of-pocket expenses for advertising and related costs.

Our services include:

- A calendar that includes regular progress reports and concludes on schedule with the successful selection of the professional you choose.
- An attractive and informative brochure that includes a profile of your organization's history and leadership patterns as well as the current and prospective philosophy and needs of the County.
- A custom-designed recruitment strategy that relies on our ability and commitment to aggressively recruit highly qualified individuals.
- A diverse pool of proven professionals.
- Personal guidance evaluating candidates and negotiating with the person you select.



The following provides the details of our approach to recruiting and the results of a successful search.

Plan of Work

We would be pleased to refine the following framework to address your specific interests.

Based on our experience and our understanding of the needs of Kent County as outlined in the RFP, we have prepared the following detailed plan of work.

Activity 1 – Develop the Profile

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

To answer this important question, we will meet with the Commissioners, County Administrator, key staff, and other stakeholders recommended by the County. We want to understand the culture and the strategic goals that the organization and residents of the community have for the new County Administrator/Controller.

At the conclusion of these interviews and meetings, we will prepare a comprehensive written position profile for Subcommittee review, modification, and agreement prior to beginning the search. The profile will identify the organization’s needs, the strategic challenges of the position as well as the personal and professional characteristics of the ideal candidate. This document drives the recruitment and enables us to focus our efforts on candidates who will be most able to do the job.

Activity 2 – Develop a Search Strategy

During this activity, Management Partners identifies how we will contact individuals who could best meet the requirements established in the position profile. We start with the premise that we want to attract the best people in the field, whether or not they are looking for a new job.

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

Activity 3 – Conduct a Proactive Recruitment Campaign

We believe that our management consulting work throughout the country, as well as our knowledge of and contacts with professionals in local government management, gives us a particular advantage in conducting an aggressive recruitment campaign. We will canvass our networks to identify candidates who will be most able to do the job and distribute the brochure to qualified professionals and those who could refer qualified individuals to us. We will supplement these methodologies by placing targeted advertisements and electronic postings in appropriate media. We will also make direct, personal contact with those we believe would be a best fit for your position. We will use the written profile and other materials that describe the community to help us persuade those most qualified to consider the position as an outstanding career move.

Activity 4 – Acknowledge Resumes and Screen Prospective Candidates

As your representative to those involved in the recruitment process, we take steps to ensure that your good reputation is preserved by ensuring courtesy and confidentiality in our communications



throughout. We will screen the resumes of all candidates, looking for the experience and skill sets that most closely meet the requirements of the position. Those who appear to be the most highly qualified and the best fit will be selected for personal interviews and reference checks. Internal candidates (current employees) will be screened using the same standards by which external candidates are evaluated.

Activity 5 – Conduct Preliminary Interviews and Check References

Management Partners will conduct preliminary interviews with the most qualified candidates. We prefer to conduct these interviews in a face-to-face setting, but may rely on a video or telephone interview when distance limits cost-effectiveness. Through these interviews we learn the individual's reason for being interested in your position, whether they have encountered challenges similar to those in your position and what the candidate believes he/she would bring to your position. We also obtain compensation history and reference information. Additionally, we ask for written authorization to conduct education, credit and criminal background checks which we might want to undertake.

We use a competitive assessment process which consists of evaluating each candidate against the field in terms of his/her ability to meet the challenges of the position. We will place each individual in one of three groups: (1) those we believe to be best qualified to be successful in the position; (2) those we believe could be successful in the position, but are not as strong as those in the first group; and, (3) the balance of the field.

After the initial interviews, we will narrow the field to those who represent the best fit of experience, skills, and personality traits for the County. For the top candidates, we then talk with professional references with whom they have worked (including those they have supervised and those who have supervised them). We will also conduct education, certification, credit, criminal, media and civil litigation background checks (each going back at least five to seven years) to confirm the strength of their credentials for the position through a contractor who has the technical ability and legal authority to conduct these investigations.

Activity 6 – Identify Finalists

We will meet with the Subcommittee or others determined by you to discuss the array of candidates recommended for further consideration. During the meeting we will review the resumes, discuss the results of our interviews, and determine which individuals you are interested in inviting for interviews.

Activity 7 – Assist with the Interview and Selection Process

We will prepare an interview book that contains information about each of the persons to be interviewed. We will be prepared to facilitate the interview process to the extent you desire, including sample questions for the Subcommittee, Commissioners or other stakeholders to ask candidates. This will often include structuring an out-of-town candidate's visit to enable him or her to gain more comfort with the attractions and challenges in your community and to give you a second and deeper chance to examine the candidate.

We can also help you with the employment agreement, particularly in discussing compensation requirements with the preferred candidate. We will have obtained information on the candidate's salary history and can provide information about compensation packages for local government managers in the market area. We will also know about the critical factors of concern to your candidate and can advise about how best to address them.

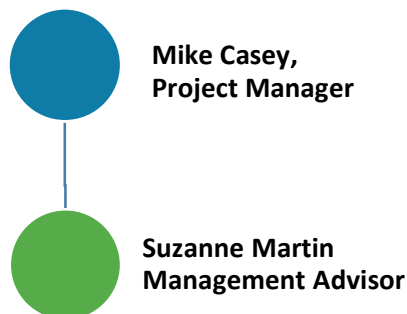


PROJECT STAFFING

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

Mike Casey will serve as lead recruiter and will be supported by Suzanne Martin who will be involved with screening and preliminary interviews as shown in the chart below. Mike and Suzanne have worked together in previous recruitment projects. They communicate with each other and their clients remotely through email, video chat, and phone.

The qualifications of the team members are briefly summarized below. We have included complete resumes for both in the Attachment of this proposal.



Mike Casey, Partner

- **More than 35 years of experience** in local government management.
- Has served as a **city or county manager** in Oregon, Colorado and Virginia; has held other management positions in Missouri, North Carolina and Iowa.
- Over the span of his career, has assisted public and private organizations in developing strategic business plans, recruiting senior managers, **creating and managing operating and capital budgets**, improving project management capacity, analyzing organizational performance and **evaluating service consolidation options**.
- Served as a regional vice president for the International City/County Management Association
- Mike has been the **lead recruiter** in the following communities:
 - Arlington County, Virginia
 - Barron County, Wisconsin
 - The Columbia Corporation, Maryland
 - Fairfax County, Virginia
 - Fulton County, Georgia
 - Independence, Missouri
 - Miami Beach, Florida
 - Saginaw, Michigan
 - The Woodlands Corporation, Texas



Suzanne Martin, Management Advisor

- Brings expertise in conducting **qualitative and quantitative research**.
- Performs **benchmarking analyses, organizational assessments and analytical research** for a wide variety of projects, including user fee assessments, service consolidation studies, and budget stabilization projects.
- Received her master's degree in public administration from San Francisco State University in December 2009.
- Spent two years as a graduate student intern at the California Public Utilities Commission, where she conducted **business services-related program evaluation and policy analysis**.
- Member of Pi Alpha Alpha.



SCHEDULE AND COST

Management Partners will charge a flat fee for providing these services that includes our team's normal direct expenses. The fee for the recruitment support is \$15,900. This will be billable in three installments, the first at the beginning of the screening process, the second when the pool of candidates is delivered, and the final installment when the successful candidate is appointed. Because the number of candidates that need background checks varies, background checks will be billed to the County at cost. We are prepared, have the availability, and are qualified to conduct this recruitment for the County.

Proposed Schedule

Activity	Schedule
1 – Develop the Profile	Weeks 1-3
2 – Develop a Search Strategy	Weeks 2-3
3 – Conduct a Proactive Recruitment Campaign	Weeks 2-4
4 – Acknowledge Resumes and Screen Prospective Candidates	Weeks 5-6
5 – Conduct Preliminary Interviews and Check References	Weeks 7-10
6 – Identify Finalists	Weeks 9-11
7 – Assist with the Interview and Selection Process	Weeks 9-14

OUR EXPERIENCE CONDUCTING EXECUTIVE RECRUITMENT

Management Partners specializes in assisting local government organizations and provides quality executive recruitment for higher level local government professionals, including County Administrators. We will be happy to provide contact information for any of our past clients, including the list below of executive recruitment engagements within the past three years. Numbers in parenthesis () indicate multiple recruitments.

- Albuquerque, New Mexico
- Bedford County, Virginia
- Boynton Beach, Florida
- Clayton, Ohio
- Cupertino, California
- Emeryville, California
- First 5 Santa Clara County, California
- Forest Park, Ohio
- Gilroy, California
- Hayward Area Recreation & Park District, California (2)
- Los Altos Hills, California
- Los Angeles, California (3)
- Los Banos, California
- Middletown, Ohio
- Milpitas, California
- Minerva, Ohio
- Montgomery, Ohio
- Muscatine, Iowa
- North Coast County Water District, California
- Oakland, California
- San Antonio, Texas
- San Francisco, California
- Santa Clara, California
- Santa Clara Valley Transportation Authority, California
- Santa Fe, New Mexico
- Silicon Valley Clean Energy, California
- Springdale, Ohio (5)
- Transbay Joint Powers Authority, California (2)
- West Valley Water District, California
- Westerville, Ohio
- Worthington, Ohio



REFERENCES

Below, we have provided detailed project references for Management Partners Executive Recruitment engagements.

City of Springdale, Ohio ⇒ City Administrator Executive Recruitment

Management Partners assisted the Mayor of the City of Springdale, Ohio in an executive recruitment to replace the retiring city administrator. The recruitment included direct personal outreach and advertising on nationally recognized websites. We conducted the initial screening of candidates, pre-interviewed the most highly qualified applicants, performed background checks, provided a short list of candidates and facilitated the interview process with the Mayor. The new city administrator began work in August 2018. We have assisted the City with seven executive recruitments for different positions in the past several years.

Contact: The Honorable Doyle Webster, Mayor
11700 Springfield Pike, Springdale, OH 44657
(513) 346-5700
dwebster@springdale.org

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

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

Contact: Ms. Bernadette Salazar, Director of Human Resources
200 Lincoln Avenue, Santa Fe, NM 87504
(505) 955-6591
bisalazar@santafenm.gov

City of Independence, Missouri ⇒ City Manager Executive Recruitment

Management Partners assisted the Mayor and Council of the City of Independence, Missouri with an executive recruitment to replace the retiring city manager. The recruitment included direct personal outreach and advertising on nationally recognized websites. We conducted the initial screening of candidates, pre-interviewed the most highly qualified applicants, performed background checks, provided a short list of candidates and facilitated the interview process with the Mayor and Council. The new city manager was appointed effective October 1, 2016.

Contact: The Honorable Eileen Weir, Mayor
111 E Maple Avenue, Independence, MO 64050
(816) 325-7027
EWeir@indepmo.org



CONCLUSION

We appreciate the opportunity to be of assistance to Kent County. Management Partners has the experience, the professional talent, and the commitment to quality necessary to successfully complete this recruitment for Kent County. We welcome the opportunity to provide additional information that may be helpful, and we look forward to the chance to discuss the ideas contained in this proposal.

Sincerely,



Julie Mares
Chief Operating Officer

Accepted for Kent County by:

Name: _____

Title: _____

Date: _____



ATTACHMENT

J. MICHAEL CASEY

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

Relevant Experience

As a consultant, Mike has assisted public and private sector organizations, including the cities of Boston; New Orleans; San Diego, Louisville, Kentucky; and Fulton County, Georgia. He has also assisted cities and counties in recruiting leaders whose skills and experience were well-suited to their specific requirements.

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

Expertise

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

He has direct experience in obtaining cost-effective results for service delivery at both the community and regional level. In the Portland, Oregon, metropolitan area, he was instrumental in delivering fire protection services across community boundaries to a significant portion of the metropolitan area. In Louisville, he evaluated the effectiveness of the merged Emergency Medical Services operation to identify improvements.

Education

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

Other

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



SUZANNE H. MARTIN

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

Relevant Projects

Suzanne has supported the following recruitments:

- Bedford County, Virginia
- Clayton, Ohio
- Hayward Area Recreation District, California
- Los Angeles, California
- Middletown, Ohio
- Oakland, California
- Santa Fe, New Mexico
- Springdale, Ohio
- Transbay Joint Powers Authority, California

Experience

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

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

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

Education

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

