

Request for Qualifications And Proposals

City of Alpena

April 2, 2019



208 N. First Avenue
Alpena, MI 49707
989-354-1714

Introduction

The City of Alpena, Michigan is seeking qualifications and proposals from firms or individuals to perform executive search services for the position of City Manager. Serving the City for the past eight years, the current City Manager is retiring. In anticipation, the City of Alpena wishes to retain the services of a professional search firm or individual to assist it in recruiting candidates for consideration for this position.

Request for Qualifications and Proposals (RFQ & P) must be received no later than 4:00 P.M. EST on Wednesday, April 24, 2019, at City Hall, Office of Human Resources, 208 N. First Avenue, Alpena, MI 49707.

Additional information about the City may be obtained by accessing the City's website at www.alpena.mi.us or by contacting Kathy Himes, Human Resources Director, by phone 989-354-1714 or email (kathyh@alpena.mi.us). During proposal development, respondent's questions regarding this RFQ & P or the process should be directed to Kathy Himes.

Those intending to respond to this RFQ & P are asked not to make contact with other City staff or City Council during the qualification process, proposal process, and evaluation phase. Inquiries will be directed as necessary to Kathy Himes.

General Information

The City of Alpena located in Northeast Michigan on the shores of Lake Huron, is a mid-sized community of approximately 10,000 residents. The City is governed by a five-member City Council (Mayor and four Council Members). The City staff consists of a City Manager, seven department heads, a division head, 71 additional full-time employees, one part-time employee, and 12 seasonal employees. Of the 80 full-time employees, 67 are represented by one of five separate union groups.

The City of Alpena provides the following services to its citizens:

- Cemetery Maintenance and Management
- Planning, Zoning, and Building Inspection, and Code Enforcement
- Parks and Recreation
- Police and Fire/EMS Protection
- Street Maintenance and Traffic Engineering
- Water and Wastewater Production, Treatment, Distribution, and Collection Services

The City's current general fund budget is approximately \$9.6 million, with an overall budget of all funds at approximately \$17.65 million.

The City of Alpena's history of fiscal stewardship has earned the City an A bond rating from Standard and Poor and the GFOA Distinguished Budget Award.

Nestled in Thunder Bay on the shores of Lake Huron, this unique community is considered the Sanctuary of the Great Lakes. It's what sailors have always searched for when the weather took a

turn for the worst. Our friendly, historic City is the place where history and heritage collide, with a relaxing outdoor feeling.

Scope of Work

The City is seeking a firm/individual that will designate a recruitment representative to work with the City Council and staff to develop a candidate profile with the City's desired qualifications and experience necessary for the position of City Manager. The City's desire is to attract an employee who not only has the technical knowledge of the position, but also has the personal qualities that form a foundation of competency and success. An employee's character is outwardly expressed in every action, decision or task and through interoffice and interpersonal relationships. The City has purposefully endeavored to seek out an individual with good moral character and who consistently works towards service excellence.

The recruitment representative will be required to make at least one visit to the City of Alpena to develop this profile. Based on the agreed upon candidate profile, the search firm shall recommend to City Council:

- A salary range for the position.
- An advertising plan to attract a diverse pool of qualified candidates, and a mutually agreeable time table for the recruitment.
- The necessary actions to directly solicit candidates; review initial applications; present a written report on background, strengths, accomplishments, video interview and skills assessment for each recommended finalist; facilitate final interview process including suggested questions; assist the City Attorney with negotiating a contract, as needed, coordinate all correspondence, travel arrangements, and recordkeeping; and conduct detailed professional reference and background checks on recommended finalists, if requested.
- Establish, with assistance of City Council, existing City Manager, City Clerk, and Director of Human Resources, timeline, meeting and interview schedule, development of recruitment information and benefit package, etc.
- Attend the candidate interviews and provide assistance, as needed.

Response Form and Content

- Title Page: Indicate the response subject, name of firm, address, telephone number, name of primary contact person, email address for the primary contact person and date of submittal.
- Introduction: Briefly, introduce your firm, indicating whether the firm is local, regional, national or international. Provide a profile of the firm, including, but not limited to, the approximate number of professional staff employed, how long your firm has been in business and how long the firm has been conducting City Manager/Administrator searches. Indicate the name(s), title(s), and telephone number(s) of the person(s) who will be authorized to make representation for and to bind the firm. Provide the person (s) who will service and attend all required meetings.

Information Included in Response

- State your understanding of the work to be performed. Include, but do not limit your statement to the specific items requested in the Scope of Work.
- Describe your proposed strategy to complete the recruitment, including a general statement of the philosophy of the firm and how the firm will tailor the process for the City of Alpena's search.
- Indicate any additional information for consideration of your firm's qualifications for conducting this recruitment.
- Provide a list of City Manager/Administrator successful placements in the past thirty-six (36) months, including the size of the municipality.
- Provide contact names, telephone numbers and email addresses of these clients. The City reserves the right to contact any additional individuals or firms to obtain information about the respondent. If the firm has done no such searches, details should be provided as to how the firm would proceed with the search.
- Indicate the names, titles, placement experience, and resume(s) of the person(s) who will be assigned to this recruitment. A response to this requirement should include all contact information such as telephone number, e-mail address and web address.
- Provide a detailed description of how the recruitment is to be conducted, including how the firm will identify and solicit outstanding candidates that are not actively seeking positions.
- Discuss the general nature and extent of benefits the City of Alpena is reasonably likely to experience as a result of these services.
- Provide a copy of a previous City Manager position profile your firm has completed which has similarities to the position with the City of Alpena.
- Provide a copy of a previous City Manager search report your firm has completed for another client similar to the City of Alpena.

Cost Proposal

In a separate sealed envelope, provide a *not to exceed* cost for providing the requested services. This figure should include individual hourly rates, incidentals, travel costs (if not included above), and anything else that could increase the City's financial commitment.

It is the City's goal to commence the process no later than June 2019. The firm/individual should provide a time table for the recruitment from the contract execution to selection of a new City Manager and identify if this is a realistic goal. It is the intent of the City to have the new City Manager in place by the end of November 2019.

Submission of Responses Acceptance/Rejection/Modification to Responses

The City of Alpena reserves the right to reject any or all RFQ & Ps, waive any irregularities or informalities, and select a candidate, which in the opinion of the City, is in its best interest. Failure to enter into a subsequent contract within a certain time period will render the RFQ & P invalid.

Economy of Preparation

Responses should be prepared simply and economically, providing a straightforward, concise description of the respondent's ability to fulfill the requirements of the recruitment.

Cost of Preparation

The City shall not be liable for any costs incurred by a respondent in preparing or submitting a proposal.

Ownership/Public Records

Submitted materials become the property of the City and will not be returned. All firms submitting qualifications need to be aware that any submission is subject to public inspection under the Freedom of Information Act.

Other Terms and Conditions

- Conflict of Interest - No City of Alpena elected official or City employee shall have interest in the contract.
- Ethics - The consultant shall not offer or accept gifts of value nor enter into any business arrangement with any employee, official or agent of the City of Alpena.
- Indemnification - The successful proposer shall defend, indemnify and save harmless the City of Alpena and all its officers, agents, employees and volunteers from all suits, actions or other claims of any character, name, and description brought for or on account of any injuries or damages received or sustained by any person, persons, or property on account of any negligence, or act or fault of the successful proposer, or any agent, employee, subcontractor or supplier in the execution of, or performance under, any contract which may result from the proposal award. The successful proposer shall pay any judgment with costs that may be obtained against the City of Alpena growing out of such injury or damages.

Due Date / Submission Instructions

The sealed proposal and one electronic copy on USB must be received at the Alpena City Hall, Human Resources Director by 4:00 P.M. EST on April 24, 2019. Proposals will not be accepted after this time. Proposals shall be addressed as follows: The City of Alpena, Attn: Kathy Himes, Human Resources Director, 208 North First Avenue, Alpena, MI 49707, RFQ & P EXECUTIVE SEARCH ENCLOSED.

Selection Process and Evaluation

The City of Alpena will review all responses and evaluate them based upon the requirements given in this Request for Qualification and Proposal including, but not limited to, the following criteria:

- Responsiveness of the proposal.
- Ability, capacity, and skill of the respondent to perform the services.
- Responses of the respondent's references.
- Methodology for conducting the recruitment.
- Experience of the respondent and individual members of the respondent's professional staff in performing similar services for similar sized municipalities.

- Experience with diverse candidates and placements, including female and minority candidates. The sufficiency of financial resources and ability of the respondent in performing the contract. The degrees of participation by qualified minorities within the firm and/or subcontracts with minority or women-owned business enterprises.
- The firm's capability to meet the Scope of Work.
- The qualifications of the professional staff proposed for the recruitment.
- Other information as may be required or secured.

Award Presentation

Subject to agreement negotiation, the City Council shall select a candidate or reject all proposals, at the May 6, 2019, regular meeting.

Contract Development

The City will conduct contract discussions and negotiations with the successful respondent with the assistance of the City Attorney.