

**ANN ARBOR
DOWNTOWN DEVELOPMENT AUTHORITY
EXECUTIVE DIRECTOR**

**Recruitment Proposal
November 17, 2020
December 17, 2020 revised**



630 Dundee Road
Suite 130
Northbrook, IL 60062
Primary Contact Person: Laurie Pederson
Director of Administrative Services
847-380-3240
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A note about COVID-19 -- We are carefully monitoring recommendations from the federal, state and local governments and working with clients as they begin to reopen. Before COVID we made extensive use of technology for video interviews with candidates and meetings with clients. We have utilized these during COVID and can combine technology with appropriate in person meetings to assist clients in cost effective recruiting

November 17, 2020

Ms. Susan Pollay
Executive Director
Ann Arbor Downtown Development Authority
150 South Fifth Avenue, Suite 301
Ann Arbor, Michigan 48104

Dear Ms. Pollay:

Thank you for the opportunity to provide you with a proposal for the Executive Director recruitment and selection process for the Ann Arbor Downtown Development Authority. GovHR USA (“GovHR”) prides itself on a tailored, personal approach to executive recruitment and selection, able to adapt to your specific requirements for the position. We have partnered with the National Forum for Black Public Administrators’ (“NFBPA”) consulting division, the Institute for Excellence in Public Service (“i4x”) to provide you with a comprehensive recruitment and selection process with a focus on diversity, quality and customer satisfaction. Both GovHR and i4x know this partnership will bring a collaboration which will assure excellent recruitment service to jurisdictions.

GovHR is a public management consulting firm serving municipal clients and other public-sector entities on a national basis. Our headquarters offices are in Northbrook, Illinois. We are a certified Female Business Enterprise in the State of Illinois and work exclusively in the public sector. We have 11 full time and 8 part time employees and 31 project consultants. GovHR offers customized executive recruitment services and completes other management studies and consulting projects for communities.

The National Forum for Black Public Administrators (NFBPA) is the nation’s principal and most progressive organization dedicated to the advancement of African American public leadership in local and state governments. The Institute for Excellence in Public Service (i4x) is NFBPA’s, client-focused consulting arm. i4x offers management advice, consultancy, research, policy analysis, interim staffing and executive recruitment services; utilizing as consultants, NFBPA members who are experienced and successful subject matter experts in a wide breadth of areas. Its team of practitioners is composed of professionals who have successfully led US cities, counties, school districts and non-profits, run major departments in local and state governments, or taught at colleges and universities. Many have also worked as executives in the private sector. They stand ready to assist local government leaders, either as extensions of staff, or as unbiased third-party experts.

GovHR Vice President Jaymes Vettraino and i4x Consultant Cheryl Orr and will be responsible for your recruitment and selection process. Ms. Orr will also draw upon the expertise of her co-director Byron Marshall, who has extensive experience as an Economic Development professional, including having served as the Executive Director of the Atlanta Downtown Development Authority and as the President & CEO of the Austin Revitalization Authority/Eleven East Corporation in Austin, Texas. Biographies for the consultants are attached to this proposal and Project Manager Mr. Vettraino’s contact information is:

Jaymes Vettrano
Vice President
GovHR USA LLC
Telephone: 248-379-8923
jvettrano@govhrusa.com

We believe we have provided you with a comprehensive proposal; however, if you would like a service that you do not see in our proposal, please let us know. Please contact Laurie Pederson, Director of Administrative Services, 847-380-3240, if you have questions regarding our proposal or need additional information. We look forward to hearing from you and hope to have the opportunity to work with you on this important recruitment.

Sincerely,



Judith Schmittgens
Corporate Secretary and Compliance Manager

Firm Identification

GovHR USA (“GovHR”), a limited liability company, is a public management consulting firm serving local government clients and other public-sector entities across the country. The firm was originally formed as Voorhees Associates in 2009, and changed its name to GovHR USA in 2013. Our headquarters are located at 630 Dundee Road, Suite 130, Northbrook, Illinois. We are a certified Female Business Enterprise in the State of Illinois and work exclusively in the public and non-profit sectors. GovHR offers customized executive recruitment services, management studies and consulting projects for local government and organizations who work with local government. More information about the firm can be found on our website at www.govhrusa.com.

Proposal Inquiries/Contact During the Consultant Selection Process:

Laurie Pederson
Administrative Services Director
630 Dundee Road, Suite 130
Northbrook, IL 60062
847-380-3198
LPederson@GovHRusa.com

Authorized Negotiators (all at the home office address):

Heidi Voorhees
President
847-380-3243
hvoorhees@govhrusa.com

Joellen Cademartori
Chief Executive Officer
847-380-3238
jcacademartori@govhrusa.com

Judith Schmittgens
Corporate Secretary and Compliance Manager
847-380-3185
jschmittgens@govhrusa.com

In addition, we have partnered with the National Forum for Black Public Administrators’ Institute for Excellence in Public Service (“i4x”) to enhance and expand our recruitment and selection process resulting

in presenting a diverse pool of qualified candidates for the Ann Arbor Development Authority's Executive Director position.

The National Forum for Black Public Administrators (NFBPA) is the nation's principal and most progressive organization dedicated to the advancement of African American public leadership in local and state governments. NFBPA is an independent, nonpartisan 501(c)(3) non-profit organization founded in 1983. With more than 2,500 members, and 350 chapters, NFBPA has established a national reputation for designing and implementing successful, quality leadership development initiatives. Its members include city and county managers, department directors, program administrators, and other leaders who are skilled in all areas of local government management, to include: public safety (Police and Fire), finance and budget, urban planning, procurement, human resources, public works, public utilities, public health and human services.

The Institute for Excellence in Public Service (i4x) is NFBPA's, client-focused consulting arm. It is co-managed by Byron Marshall who has over 30 years of executive level experience, 15 years of which were either as the chief or deputy chief appointed official in Houston, TX, Austin, TX, Atlanta, GA and Richmond, VA; and Cheryl Orr who has over 30 years in Executive roles in the Human Resources field, including Assistant Director, Director and Vice President of HR. She has overseen many Executive level recruitments as well as recruitments at all levels of local government. i4x offers management advice, consultancy, research, policy analysis, interim staffing and executive recruitment services, utilizing NFBPA members as consultants. The consultants are experienced and successful subject matter experts in a wide breadth of areas in city, county, state and federal government. I4x's team of practitioners is composed of professionals who have successfully led US cities, counties, school districts and non-profits, run major departments in local and state governments, or taught at colleges and universities. Many have also worked as executives in the private sector. I4x stands ready to assist local government leaders and elected officials, either as extensions of staff, or as unbiased third-party experts.

Statement of Understanding

GovHR understands that the Ann Arbor Downtown Development Authority ("DDA") wants to engage the services of an experienced executive recruitment firm to assist it conducting a nationwide search for the organization's next Executive Director. The current Executive Director is retiring in January of 2021, and a senior staff member will serve as Interim Director until a replacement has been hired. The DDA has authorized an Executive Committee to oversee the search process, and the new Director will be selected by the full DDA Board, with Ann Arbor City Council approval. The recruitment firm must have demonstrated success in identifying executives for organizations that are similar to the DDA, and must have a commitment and a strategy to attract highly qualified and diverse candidates. The recruitment firm will work in conjunction with the Executive Committee and DDA staff to develop a recruitment strategy and timeline; conduct a nationwide search through appropriate advertising, outreach and other connections; conduct background screenings, resume reviews and reference checks of potential candidates; recommend candidates, provide interview strategies and assist with interviews; and assist in negotiations and job offer to the most qualified candidate.

GovHR and i4x treat each executive recruitment as a transparent partnership with our client. We believe in engaging with stakeholders early in each recruitment process to fully understand the challenges and

opportunities inherent in the leadership position. Understanding the organizational culture is critical to a successful recruitment. We gain this insight and information through meetings (one on one and small

groups), surveys and a review of relevant information. This information is reflected in a polished marketing piece that showcases the organization and the area it serves.

We utilize the information we have gained to evaluate candidates and we conduct a video screening interview to further understand each qualified candidate's background and experience. We also conduct reference calls and media searches to ensure there are no surprises with respect to a candidate's background. This information is shared with the client along with our objective assessment of each candidate. We will provide you with a matrix of all of the candidates, noting the relevant experience and background of those we recommend you consider for interview.

We are your partners throughout the process, present for the interviews and assisting in the compensation discussions. We guarantee our placements for one year, should the successful candidate leave for any reason. We believe our thorough and transparent process is unparalleled in our field and we hope to have the opportunity to work with you.

Assigned Staff

Project Manager & Main Point of Contact:

GovHR Vice President Jaymes Vettrano, a Michigan resident and former City Manager of Rochester, will be responsible for your recruitment and selection process, and he will be assisted by a home office Recruitment Coordinator and a Reference Specialist. In addition, GovHR has partnered with the National Forum for Black Public Administrators' Institute for Excellence in Public Service ("i4x") to enhance and expand our recruitment and selection process, resulting in presenting a diverse pool of qualified candidates for the Ann Arbor Development Authority's Executive Director position.

Mr. Vettrano will serve as your main point of contact throughout the project. He will be responsible for all communications with the Executive Committee and DDA staff. He, along with Ms. Orr and Mr. Marshall (the Consultant Team) will be jointly responsible for position assessment and development of the recruitment brochure; candidate recruitment and outreach; candidate evaluation and screening; interview strategy and assistance with interviews. Mr. Vettrano will provide assistance with contract negotiations with the selected candidate. The Recruitment Coordinator assists with administrative tasks such as compiling the recruitment report and coordinating candidate travel, and the Reference Specialist assists with background screening and reference checks.

Mr. Vettrano has conducted several successful executive recruitments since joining GovHR in 2016, including City Managers for Albion, Ferndale, Hamtramck, Rochester and Troy, and the Economic Development Director for Rochester Hills. He is currently working on several recruitments in Michigan, including the City Manager and City Clerk for Charlotte; the Fire Chief in Ferndale; the Economic Development Director for Oakland County; and the HR Director in Rochester Hills, which are in various stages of the recruitment process. He also recently completed the recruitment for the Chief Diversity,

Equity and Inclusion Officer for Oakland County. Mr. Vettraiño has the time necessary to devote to a successful recruitment for the DDA's Executive Director position. He is always available for clients via mobile phone and email.

Biographies for the Consultant Team are attached to this proposal, and Mr. Vettraiño's contact information is:

Jaymes Vettraiño
Vice President, GovHR USA LLC
Rochester, Michigan
Telephone: 248-379-8923
jvettraiño@govhrusa.com

Project Approach and Methodology

A typical recruitment and selection process takes approximately 175 hours to conduct. At least 50 hours of this time is administrative, including advertisement placement, reference interviews, and due diligence on candidates. We believe our experience and ability to professionally administer your recruitment will provide you with a diverse pool of highly qualified candidates for your position search. Clients are informed of the progress of their recruitment throughout the entire process. We are always available by mobile phone or email should you have a question or need information about the recruitment.

Phase I: Position Assessment, Position Announcement & Brochure

One-on-one or group interviews will be conducted with stakeholders identified by the Executive Committee to develop the Recruitment Brochure (up to 15 consultant hours).

Development of a **Position Announcement** to be placed on websites and social media

Development of a thorough **Recruitment Brochure** for Committee review and approval

Agreement on a detailed **Recruitment Timetable** – a typical recruitment takes between 90 to 120 days from the time you sign the contract to appointment of the finalist candidate.

Phase II: Advertising, Candidate Recruitment & Outreach

GovHR and i4x make extensive use of NFBPA's pool of professional public administrators, social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. In

addition, the GovHR website is well known in the local government industry – we typically have 6,000 visits to our website each month. Finally, we develop a database customized to your recruitment and can do an email blast to thousands of potential candidates.

Phase II will include the following:

- GovHR and i4x consultants will personally identify and contact potential candidates.
- Using GovHR's established on-line applications system and processes, develop a database

- of potential candidates from across the country unique to the position and to the DDA, focusing on:
- Leadership and management skills
 - Size of organization
 - Experience in addressing challenges and opportunities also outlined in Phase I
 - The database will range from several hundred to thousands of names and an email blast will be sent to each potential candidate.
 - Placement of the Position Announcement in appropriate professional online publications:
 - Public sector publications & websites
 - Social media
 - LinkedIn (over 15,000 connections)
 - Facebook
 - Twitter
 - Instagram
 - We will provide you with a list of advertising options for approval
 - Ensure a diverse pool of candidates

Phase III: Candidate Evaluation & Screening

Phase III will include the following steps:

- Review and evaluation of candidates' credentials considering the criteria outlined in the Recruitment Brochure
- Candidates will be narrowed down to those candidates that meet the qualification criteria
- Candidate evaluation process:
 - Completion of a questionnaire explaining prior work experience
 - Live Video Interview (45 minutes to 1 hour) conducted by consultant with each finalist candidate
 - Internet/Social Media search conducted on each finalist candidate

All résumés will be acknowledged and inquiries from candidates will be personally handled by GovHR, ensuring that the DDA's process is professional and well regarded by all who participate.

Phase IV: Presentation of Recommended Candidates

Phase IV will include the following steps:

- GovHR and i4x will prepare a Recruitment Report presenting the credentials of those candidates most qualified for the position.
- GovHR and i4x will provide an electronic recruitment portfolio which contains the candidates' materials along with a "mini" résumé for each candidate so that each candidate's credentials are presented in a uniform way.
- The Executive Committee will receive a log of all applicants and may review résumés if requested.
- Report will arrive in advance of the Recruitment Report Presentation.

GovHR and i4x will spend approximately 2 hours with the Executive Committee reviewing the recruitment report and providing additional information on the candidates.

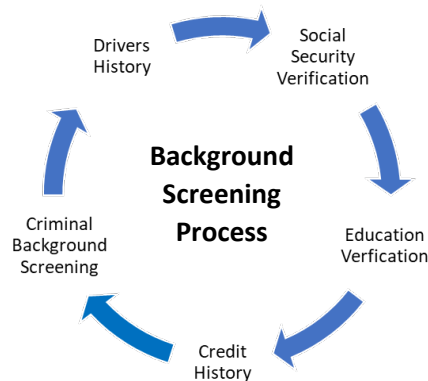
Phase V: Interviewing Process & Background Screening

Phase V will include the following steps:

GovHR and i4x will:

- Develop the first and second round interview questions for your review and comment
- Coordinate candidate travel and accommodations
- Provide you with an electronic file that includes:
 - Candidates credentials
 - Set of questions with room for interviewers to make notes
 - Evaluation sheets to assist interviewers in assessing the candidate's skills and abilities

Background screening* will be conducted along with 2 candidate references contacted:



*Per state and federal regulations

GovHR and i4x will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations.

GovHR and i4x will coordinate a 2-Step Interview process. The first round interviews will include five or six candidates. The second round interviews will include two or three candidates. GovHR and i4x will supply interview questions and an evaluation form.

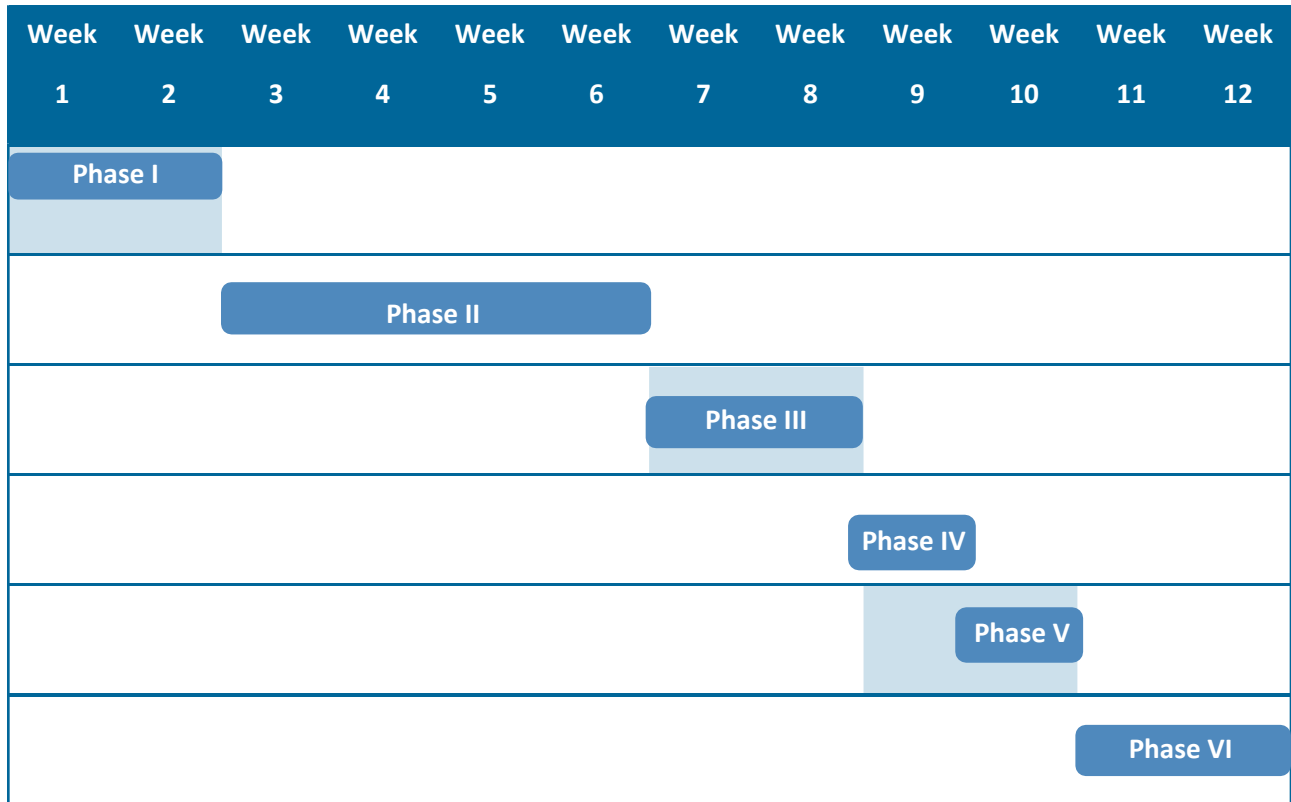
In addition to a structured interview, the schedule can incorporate:

- Tour of DDA facilities
- Interviews with senior staff

Phase VI: Appointment of Candidate

- GovHR and i4x will assist you as much as you request with the salary and benefit negotiations and drafting of an employment agreement, if appropriate.
- GovHR and i4x will notify all applicants of the final appointment, providing professional background information on the successful candidate.

Project Timeline



Weeks 1 & 2	Phase 1: Interviews & Brochure Development
Weeks 3 thru 6	Phase 2: Advertising, Candidate Recruitment & Outreach
Weeks 7 & 8	Phase 3: Candidate Evaluation & Background Screening
Week 9	Phase 4: Presentation of Recommended Candidates
Week 10	Phase 5: Interview Process & Additional Background Screening
Weeks 11 & 12	Phase 6: Appointment of Candidate

References

Oakland County, Michigan (Chief Diversity Equity & Inclusion Officer, 2020) - Jaymes Vettrains & Ryan Cotton

April M. Lynch, Deputy Oakland County Executive
248-858-1558
lynchap@oakgov.com

Oakland County created the position of Chief Diversity, Equity and Inclusion Officer. Oakland County required an experienced DEI professional with experience in working with internal constituents (3,500 employees) and external constituents (1.2 million residents, 62 municipalities). GovHR recognized that county/city governments have not been as progressive as private sector and educational institutions in hiring and promoting individuals in DEI roles. Working with the County, GovHR built an advertisement plan that included government, private sector DEI associations and educational DEI associations to expand the candidate pool. This strategy resulted in a talented and diverse applicant list and a very successful recruitment.

Tri-County Regional Planning Commission (Executive Director, 2018) - Jaymes Vettrains

Board Chair Shanna Draheim
517-393-0342
sdraheim@cityofeastlansing.com

Rochester Hills, MI (Economic Development Director, 2017) – Jaymes Vettrains

1000 Rochester Hills Drive
Rochester Hills, MI 48309
Pam Gordon, Director of Human Resources
248-841-2521
gordonp@rochesterhills.org
Mayor Bryan Barnett
248-841-2530
barnettb@rochesterhills.org

During the period of January 2017 – August 2020, GovHR conducted 190 executive recruitments, resulting in 1966 finalist candidates of which 26% were female and 14% were minority. The hired candidates were 31% female and 16% minority, including an Asian male as the Community and Economic Development Director of Decatur, Illinois in 2017.

GovHR was founded on and rooted in a desire to increase the diversity of local government leaders. We regularly engage with and financially support the National Forum for Black Public Administrators, the Local Government Hispanic Network, the League of Women in Government and the Emerging Local Government Leaders. Involvement with these organizations assists us in developing a highly qualified,

diverse candidate pool for each executive recruitment. Our exciting new partnership with i4x will expand our outreach opportunities even further. We believe our thorough and transparent process is unparalleled in our field and we hope to have the opportunity to work with you.

Price Proposal

Summary of Costs	Price
Recruitment Fee (includes expenses and advertising):	
Phase I – Interviews & Brochure Development - \$4,000	
Phase II – Advertising, Recruitment & Outreach - \$5,000	
Phase III – Candidate Evaluation & Screening - \$8,000	
Phase IV – Presentation of Candidates - \$2,500	
Phase V – Interviews & Additional Screening - \$4,700	
Phase VI – Appointment of Candidate - \$300	
Total:	\$24,500*

*We are carefully monitoring recommendations from the federal, state and local governments and working with clients on alternatives to in person meetings. We are fully operational and can work with you via video and by utilizing electronic files. If at the time of recruitment, COVID-19 restrictions are lifted and travel is possible, we are happy to attend meetings in person.

Consultant travel expenses are not included in the price proposal. If the consultant is requested to travel to the client, \$100 per trip/Vettraino and \$1,000 per trip/Orr, Marshall for travel will be charged.

Possible in-person meetings could include:

1. Recruitment brochure interview process
2. Presentation of recommended candidates
3. Interview Process

Any additional consultant visits requested by the DDA (beyond the three visits listed above) will be billed at \$125/hour; \$500 for a half day and \$950 for a full day. The additional visits may also result in an increase in the travel expenses and those expenses will be billed to the client.

This fee does not include travel and accommodations for candidates interviewed.

Payment for Fees & Services

Professional fees and expenses will be invoiced as follows:

1st Payment: 1/3 of the Recruitment Fee (invoice sent upon acceptance of our proposal).

2nd Payment: 1/3 of the Recruitment Fee and expenses incurred to date (invoice sent following the recommendation of candidates).

Final Payment: 1/3 of the Recruitment Fee and all remaining expenses (invoice sent after recruitment is completed).

Payment of invoices is due within thirty (30) days of receipt (unless the client advises that its normal payment procedures require 60 days.)

Guarantee

GovHR and i4x are committed to assisting our clients until a candidate is appointed to the position. Therefore, no additional professional fee will be incurred if the client does not make a selection from the initial group of recommended candidates and requests additional candidates be developed for interview consideration. If additional advertising beyond the Phase I advertising is requested, client will be billed for actual advertising charges. Reimbursable expenses may be incurred should the recruitment process require consultant travel to Ann Arbor.

Upon appointment of a candidate, GovHR and i4x provide the following guarantee: should the selected and appointed candidate, at the request of the DDA or the employee's own determination, leave the employ of the DDA within the first 12 months of appointment, we will, if desired, conduct one additional recruitment for the cost of expenses and announcements only. This request must be made within six months of the employee's departure.

Our goal is your complete satisfaction. We are available to start the search process within 2 weeks of being notified to proceed, and are committed to working with you until you find the candidate that is the best fit for your position.

Confirmation Signature


We believe we have provided you with a comprehensive proposal; however, if you would like a service that you do not see in our proposal, please let us know. We can most likely accommodate your request.

This proposal will remain in effect for a period of six months from the date of the proposal. We look forward to working with you on this recruitment and selection process!

Ann Arbor Downtown Development Authority agrees to retain GovHR USA, LLC ("GovHR") to conduct an Executive Director Recruitment in accordance with its proposal revised and dated December 17, 2020. The terms of the proposal are incorporated herein and shall become a part of this contract.

ACCEPTED:

Ann Arbor Downtown Development Authority, Michigan

By: 

Title: Deputy Director

Date: 1/20/21

Billing Contact: Sara McCallum

Billing Contact Email: accountspayable@a2dda.org

GovHR USA, LLC

By: 

Title: Heidi Voorhees/President

Date: 1/26/21



JAYMES VETTRAINO



Jaymes Vettraiino is a Vice President with GovHR USA and provides municipal management consulting services to communities. His focus is on assisting with employee recruitment, classification/compensation, financial planning, operational management, human resources, community relations and economic development.

Prior to starting his consulting service, Jaymes spent 17 years as a City Manager, most recently as the City Manager of Rochester, MI. In Rochester, he had the opportunity to lead a dynamic management team to simultaneously reduce expenses and increase the level of community service during years of the “great recession.” During his time as the Manager of Kutztown, PA, Jaymes had the opportunity to lead the college town in the development of its own fiber optic network and improve its relations with Kutztown University. Jaymes was also the first Manager of Pen Argyl, PA, where he led the community in creating a city manager form of government and implemented many grant funded quality of life improvement initiatives and projects.

Jaymes believes that great local communities are the foundation of our lives. Through his facilitative style and technical knowledge of local government, he excels at problem solving and consensus building.

PROFESSIONAL EDUCATION

- Master of Business Administration in Management, Lehigh University
- Bachelor of Science in Political Science, Michigan State University, MI

PROFESSIONAL DEVELOPMENT AND SPEAKING ENGAGEMENTS

- Assistant Professor at Rochester University, Rochester, Michigan
- Adjunct Professor at Oakland University, Rochester, MI
- Former Adjunct Professor at Alvernia College, Reading, PA

MEMBERSHIPS AND AFFILIATIONS

- International City and County Managers Association
- Michigan Local Government Management Association
- Leadership Oakland County
- Pennsylvania Association of Municipal Managers
- American Public Power Association
- Pennsylvania Electric Association

AWARDS

- Distinguished Faculty Award, Rochester University, 2019
- Community Advocacy Award, Rochester Regional Chamber of Commerce, 2018
- Selected as one of “Oakland County’s Elite 40 under 40”, 2015
- Outstanding Service Award from Michigan Municipal League, 2013

PROFESSIONAL BACKGROUND

Over 17 Years in Local Government Management

- Director of the Center for Social Engagement, Rochester University, MI 2015-Present
- City Manager, Rochester, MI 2008-2015
- Town Manager, Kutztown, PA 2003-2008
- Town Manager, Pen Argyl, PA 1998-2003



Cheryl Diane Orr, MSW, IPMA-SCP

7509 Garonne Street

Dallas, TX 75231

Cherylorr02@gmail.com

Cheryl@i4xnps.com

757-621-9607 cell

PROFESSIONAL SUMMARY

Ms. Orr has extensive experience in the field of Human Resources to include all areas of HR management and leadership, program development and management, strategic planning and teamwork. She has worked collaboratively and effectively in a variety of agencies to provide quality HR services. She is a principled leader who has an array of well-developed skills in the areas of effective oral and written communications, facilitation, problem solving, efficient management of public resources- budgeting/finance, supervision/management of personnel, a strong commitment to providing quality customer service and getting work done through others, while working collaborative with peers and colleagues. Ms. Orr is a proficient trainer on workplace issues, as well as a dedicated EEO, Diversity and Inclusion advocate.

EDUCATION

-Doctoral Candidate, Southern Methodist University, Dallas, TX, Graduate Liberal Studies Program.

-Master's in social work, MSW, Graduate School of Social Work, Rutgers University, New Brunswick, NJ.

-Bachelor of Arts, BA, Psychology, Rutgers University, New Brunswick, NJ.

-Certificate of Organizational Development, Georgetown University, Washington, DC. -

Graduate of Executive Leadership Institute (ELI). A leadership development program sponsored by the National Forum for Black Public Administrators/Ford Foundation. -Graduate of LEADS Program, Leadership Development program, sponsored by the Senior Executive Institute at University of Virginia.

PROFESSIONAL EXPERIENCE

NFBPA -Institute for Excellence in Public Service/i4x, Co-Managing Director

March 2019 – Present

I4x is the non-profit consulting arm of the National Forum for Black Public Administrators. NFBPA is a membership organization with over 2500 members working in over 350 jurisdictions. I4x offers a range of custom operational solutions for government, quasi-governmental and not-for-profit entities. The services are delivered by experienced, often retired or in transition, public administrators. As Co-Managing Director, we market i4x's services, identify the best consultants for the project, as well as fully manage all aspects of a project.

**Insight Human Resources Partners, LLC Principal/Owner
June 2019 – Present**

Owner of HR consulting firm for small, medium sized business and nonprofit organization. Provide HR consultation to assure that HR practices support business or organizational objectives.

**Dallas Area Rapid Transit, Dallas, TX , Vice President of Human Capital
December 2015 – March 2019**

Hired to lead the Human Resources function of one of the largest transit systems in the Country. Worked to update the functions of the Department which had been leaderless for over 18 months. Restored order to the Department and developed viable partnerships with the rest of the organization by delivering best practice human resource services in a timely and efficient manner with a focus on quality customer service. Provided leadership and support to the agency's 5 Star Customer Service Program, developed succession plans for organizations, reengineered the leadership development programs, implemented new health care program to organization, provided HR support to the Board of Directors.

**City of Dallas, Texas, Ethics and Diversity Officer
May 2014 – November 2015**

Hired to establish the City's Ethics and Diversity Office as a direct report to the City Manager. Worked with all city government Departments to ascertain issues surrounding ethics and diversity. Collaborated with Human Resources, City Attorney's office, City Secretary's office and City Auditor's office to develop a turnkey ethics program, based on the City's Ethics Ordinance. Oversaw the development and operation of Departmental Advisory Councils (over 20). Designed to efficiently provide workplace recommendations to Departments Director and sponsor Departmental teambuilding activities. Established a Citywide Diversity Roundtable (40 members) to identify diversity issues and write a comprehensive Diversity Plan for the City. Instrumental in organizing the Department Director's roundtable, which was a program to address the leadership needs of Department Directors and their Deputies. Provided targeted training opportunities and tours of facilities throughout the City. Delivered updates to Council committees and City Council.

**Prince William County Government, VA, Director of Human Resource
May 2012 – April 2014**

Responsible for the overall operation and strategic focus for a full-service Human Resources Department in the community in which I lived. Reported to the Deputy County Executive for General Government. The County has over 4000 employees and over 30 Departments and Constitutional Offices. Hired to reengineer the Human Resources office implementing best practices and reorganizing the office for efficiency. Brought a focus to the office on customer and quality service.

- Developed Strategic Plan for HR services
- Reengineered the HR office structure for better service delivery

- Conducted several Department Director and Constitutional Office recruitments
- Oversaw Director's professional development
- Served as Civil Service Director

**City of Alexandria, VA, Human Resources Director
November 2008 – May 2012**

Responsible for the day to day operational and strategic direction for a full-service Human Resources Dept. in a Council/Manager form of government. A direct report to the City Manager as well as served as a member of the City Manager's Senior Staff. Presented to City Council regularly on a variety of HR topics. Oversight of the preparation and expenditures of a \$2.2 million HR budget with 20 staff members. Regular interaction with Police, Fire EMS labor unions and employee organization.

Accomplishments

- Redesigned and reorganized the HR office creating new Analyst roles in order to more clearly address the Human Resources needs of the City.
- Initiated an HR newsletter- HR News and Views.
- Developed a HR Strategic Plan, HR monthly report and published an annual end of year report.
- Oversight of the implementation of a new Citywide Classification and Compensation System with Towers Watson. – Competency Based Classification System (CBCS)
- Designed and implemented new Performance Management Systems for Senior Management and General Employees. Purchased online program to be implemented in FY 12.
- Chaired committee which over 8 months designed a 10-week Leadership and Management Institute (LMI), using Sr. Staff as faculty.
- Rewrote the City's Reduction in Force policy and implementation in FY09 and FY10.
- Facilitated Senior Management Recruitments (ex. Director of Real Estate Assessment, Director of Parks and Recreation)
- Successfully staffed the recruitment of current City Manager with Council Members and Executive Recruiter
- Oversight of the development of a Citywide Diversity Plan (replaces AA plan)
- Oversight of the Development of City's Sick Leave Bank

**Fairfax County Government, Assistant Director of Human Resources
June 2007 – November 2008**

Served as Assistant Director to Director of Human Resources. Responsible for Benefits, Payroll, Employment and HR Central – front office (call center/reception). Participated in Budget development and management of Departmental issues. Accomplishments

- Served as Chairperson of Retiree Health Care Committee to address rising retiree health care cost (OPEB). Report delivered to Assistant City Manager.
- Selected to Chair the 2007 Fairfax County United Way Capital Campaign. Raised over \$250k. Facilitated the RFP process to selected United Way as giving campaign vendor.
- Completed the NIMS – Incident Command Structure Class levels 100, 200, and 400.
- Coordinated the development of the HR Balanced Scorecard metrics. Included in Countywide Balance Scorecard.

**Norfolk State University, Director of Human Resources
April 2003- June 2007**

Hired by President of University to reengineer the campus HR office. Reported to the Vice President for Finance and Business. Provided day to day oversight of all HR activities on the campus. Established new HR roles for 9 staff members in the office. Held annual retreats for staff on Old Dominion University's campus and redesigned procedures in the office to more effectively serve the needs of the campus. Served as business partner to the campus Executive Staff (called Cabinet). Worked collaboratively with HR Directors at State Universities and VA. State Dept of HR Management (DHRM).

Accomplishments

- Assume responsibility for the stand alone EEO office. Folded into the HR office.
- Oversight of the implementation of an HRIS system call HRWeb.
- Development of Performance Management system for Administrative Faculty (Sr. Staff on the campus.
- Facilitated the implementation of Applicant Tracking system – Peoplesoft.
- With the use of a consultant developed a Customer Service initiative for the entire campus, including the implementation of a comprehensive survey, Campus website, training and branding logo.

**City of Norfolk Virginia, Deputy Director of Human Resources
November 1999 -April 2003**

Relocated to the City of Norfolk to serve as first Assistant Director to new HR Director. Responsible for the implementation of the Generalist concept and HR teams assigned to Departments as well as the Benefits Unit. Participated in Budget development. Responsible for all day to day operations and Departmental expenditures for 35-member office. Served as City's EEO officer. Assigned to oversee high profile employee relations cases.

Accomplishments

- Developed Departmental Strategic Plan and Standard of Conduct posted on HR website.
- Updated the City's 10-year-old Equity Plan with City Attorney. Submitted to Dept. of Justice
- Updated the City's Administrative Regulations
- Reengineered the New Employee orientation process for efficiency in processing new employees
- Partnered with the Police Department to select vendor for Diversity Training. Once vendor completed their tasks, I assumed responsibility for delivering Diversity Training to Recruit Classes. (Continued to deliver Diversity Training to Recruit Classes after moving to Norfolk State University. Delivered this training for 8 years to all recruit classes).
- Provided operational leadership for Peoplesoft Team to migrate to Web Based software.

**Dynamic Technology System, Alexandria, VA, Director of Human Resources June
1997-September 1999**

Hired by a family owned Information Technology firm to establish a viable HR office. Hired an HR Analyst to support the function and supervised the front office staff. Established all HR practices for the company; specialized recruitment, developed job descriptions, set up classification and compensation system, wrote affirmative action plan as required by federal contractors, addressed employee relation issues and set up files to comply with the ISO 9000 audit for the company. Worked closely with VP of Operations.

ACTIVITIES

- Certified as a Franklin Covey Trainer - Seven Habits of Highly Effective People.
 - Certified Myers-Briggs Facilitator and trainer
 - Certified Developmental Dimensions Trainer, DDI
 - Member of Junior League of Hampton Roads, Virginia
 - Instructor, Virginia Tech, Personnel Policy Class, Master's in Public Affairs Program. Summers 2011, 2012, 2013.
 - Selected to participate in Leadership Greater Washington-- Class of 2012
 - Board member of YMCA, Norfolk, VA and Alexandria, VA
 - Volunteer YWCA, now called WINGS, Dallas, Texas, Trainer
 - Graduate of Leadership North Texas (LNT) Class 7, 2016, sponsored by North Texas Commission.
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PROFESSIONAL AFFILIATIONS

Member, Society of Human Resources Management, SHRM

Member, International Public Management Association - Human Resources, IPMA-HR

Member of the State of Virginia IPMA-HR Executive Board. NOVA Representative

Member, National Forum for Public Administrators. Elected to 2 yr. term on NFPA Board of Directors. Served on an array of Board appointed Committees. Served as President of 2 Virginia Chapters. (Northern VA and Tidewater)

Corporate Member of the State of Texas IPMA-HR Executive Board of Directors - present
Chair, State Employer Advisory Commission (EAC), an Employer Advisory group to the Virginia Employment Commission.

BYRON C. MARSHALL

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www.integratedpublicsolutions.com

mobile: 512-626-9534

EXECUTIVE PROFILE

Effective and distinguished leadership and management career working with local governments, non-profit organizations, private organizations and boards across a broad cross-section of disciplines. Recognized as an innovative leader who utilizes outcome-based budgeting strategies and process improvements to drive productivity, cost savings and citizen satisfaction. Proven ability to inspire, motivate and coach the workforce, work cooperatively with elected officials, other levels of government, the business community and other stakeholders to take a holistic approach to growing the economic base while maintaining efficient control of financial and human resources and improving customer service to residents and businesses. Effective management during a range of emergencies. Served in a variety of local government roles including Chief Administrative Officer, Chief Operating Officer, First Assistant (Deputy) City Manager, Deputy Director for Finance and Administration, Deputy Director of Human Services, and Deputy Controller for Budget and Grants Management. Also served as President, CEO, and Executive Director of non-profit and quasi-governmental economic development entities. Distinguished 30-plus years of high-level experience suitable for growth-oriented, local government. Areas of expertise include:

- Municipal Operations
- Council & Community Relations
- Fiscal Management
- Strategic Planning & Execution
- Economic Development
- Community Revitalization
- Organizational Development
- Process Improvement
- Team Building
- Change Management
- Project Management
- Executive Recruitment

PROFESSIONAL EXPERIENCE

INTEGRATED PUBLIC MANAGEMENT SOLUTIONS, LLC

MANAGING PARTNER

October 1997-Present

Responsible for operations and administration. Serve as a practice manager and business development executive. Firm assembles teams of seasoned and successful professionals who act as extensions of clients' staff and develop tailored solutions to their management issues.

- Provide consulting services in: economic development, strategic planning, financial management, policy analysis project management, program management, organizational review, change management, leadership and organizational transition.

OFFICE OF THE MAYOR, CITY OF RICHMOND, VIRGINIA

The capital of Virginia is a full-service \$1.4 billion municipal government supporting a community over 217,000 residents and a municipal workforce of approximately 4,000.

CHIEF ADMINISTRATIVE OFFICER

July 2009 – September 2014

Appointed by and reported to the Mayor, confirmed by City Council. Provided visionary, best practices-informed leadership to the organization in implementing policy decisions of the Mayor and Council. Provided day-to-day leadership and oversight to 20 departments. Selected accomplishments:

- Developed a Five-Year Strategic Plan, annual management plans and bi-annual operating budgets linked to policy priorities and desired outcomes in department level, strategic and management plans. Included City Council staff, School Superintendent, Housing Authority Executive Director, Behavioral Health Authority Executive Director and other city-related entities in the planning process.
- Balanced each budget without the need for property tax increases, layoffs or furloughs in the face of a \$1 billion loss in assessed value, resulting from the 2008 recession. All five budget years ended with surpluses.
- Secured mayoral and City Council approval for updating the Undesignated Fund Balance policy by raising the minimum from 7% to 10% of General Fund Revenue. This reserve totaled 12.3% (\$80 million) at the end of my tenure, up from 7.4% at its inception.
- Oversaw City's conversion from annual to semi-annual property tax collections, which improved cash flow and reduced budget uncertainty and interest costs by eliminating the need to annually issue tax anticipation notes.
- Negotiated the early repayment of approximately \$62 million owed the City and used proceeds to pay off long-term debt, add to the undesignated fund balance, and invest in capital projects designed to stimulate economic development.
- Oversaw successful completion of \$200 million construction program for four new public schools and a new 1,300-bed jail.
- Led negotiations and secured approval for City investments that stimulated over \$300 million of private investment in development projects in targeted economic revitalization zones. The City utilized New Market Tax Credits, historic tax credits, tax increment financing, low income housing tax credits and HUD Section 108 loan funds.
- Oversaw acquisition and early implementation of new financial and personnel management system (ERP) to replace failing legacy systems.
- Directly participated in regional efforts to forge effective partnerships and promote collaborative efforts involving housing development, economic development, transportation and public safety.
- Implemented accelerated road resurfacing and fleet replacement programs to bring majority of roadways from D to grade of C+ over seven years and maintain them at that level, bring police and solid waste vehicles into good repair over five years, firefighting vehicles over seven years, and the balance of the fleet within 10 years.
- Led negotiations with Police/911, Emergency Communications, the Fire Department, Richmond Ambulance Authority and Information Systems to restructure 911, Emergency Communications, resulting in significantly improved 911 dispatch efficiency, lower response times and reduced burnout-induced 911 operator turnover.

**AUSTIN REVITALIZATION AUTHORITY;
ELEVEN EAST CORPORATION, AUSTIN, TX**

The Austin Revitalization Authority (ARA), a 501c (3) was formed as a vehicle for the City of Austin to invest in the community-driven, revitalization of two near downtown, commercial corridors. It focused exclusively on the task of creating a commercial market in an area of long term, severe disinvestment. The Eleven East Corporation was created by ARA to manage one of its real estate holdings. ARA/EEC had a work force of 6-8 and was augmented by contractors for planning and construction-related tasks.

PRESIDENT & CEO

**January 1997 – July 1998
December 1999- July 2009**

Provided day to day leadership to non-profit, Community Development Corporation (CDC) that was under contract with the City of Austin to develop and implement of a citizen driven, Master/Redevelopment Plan in an impoverished area of Central East Austin.

- Oversaw creation and implementation of Master/Redevelopment Plan. Once plans were adopted, ARA worked to create a market and in Phase I, secured public and bank financing to: build 60,000 SF of class A, mixed-use commercial /retail space, built/rehabbed 14 homeownership units for low to moderate income households, installed public art.
- Secured financing for, and oversaw the construction of upgrades to, water/sewer and telecommunications infrastructure, burial of overhead utility lines, streetscape improvements and public art installations.
- The Master/Redevelopment Plan and the approximately \$13 million invested by ARA and the City of Austin seeded private development. It resulted in over \$30 million in private investment, and the introduction of approximately 200 jobs along a targeted commercial corridor. Property taxes increased on that three-block corridor from \$50,000 to over \$1million annually over approximately six years.

**MAYOR'S OFFICE, CITY OF ATLANTA, GA;
ATLANTA DOWNTOWN DEVELOPMENT AUTHORITY (DDA)**

The capital of Georgia is a full service municipal government that, at the time, had a budget of \$2 billion, supporting a community of 401,000 residents, and a municipal workforce of 9,000.

**CHIEF OPERATING OFFICER;
EXECUTIVE DIRECTOR**

**May 1994 - August 1997
May 1995 – August 1997**

Appointed by Mayor and confirmed by City Council. Reported to Mayor. Responsible for providing direction and executive leadership to 14 City Departments. Concurrently served as Executive Director of the Atlanta Downtown Development Authority

- Successfully prepared city operations, and upgraded the infrastructure (bridges, streets, sidewalks, public art) critical to Atlanta's role as host of 1996 Summer Olympic Games and helped spur neighborhood revitalization, which served as a legacy after the Games.
- Developed Five Year Strategic Plan and Annual Operating budgets linked to policy priorities in Strategic and Management Plans.
- Finished each fiscal year with a budget surplus while reducing the property tax rate each fiscal year.
- Worked with the Atlanta Housing Authority to successfully implement one of the nation's first and best known HOPE IV projects which converted the historic Techwood Homes public housing community to the mixed-income Centennial Place.
- While serving as Executive Director, DDA funded over 2 million square feet of commercial and office space.

- Combined several disparate economic development agencies including the Atlanta Downtown Development Authority into a “super redevelopment agency” – the Atlanta Development Authority (now known as Invest Atlanta).
- On behalf of the Mayor, spearheaded Renaissance Atlanta, which produced the blueprint for a 10-year Strategic Plan for Atlanta's economic development. This effort involved many top leaders in government, industry, higher education, civic and non-profit sectors.

CITY MANAGERS OFFICE- CITY OF AUSTIN, TEXAS

The capitol of Texas is a full service municipal government that, at the time, had a budget of \$1.5 billion, supporting a community of 401,000 residents and a municipal workforce of 9,000.

FIRST ASSISTANT CITY MANAGER

June 1989 – May 1994

Served as principal assistant/deputy City Manager. Responsible for providing policy direction and leadership to assigned departments, including Financial Services (budget, accounting and procurement), Human Resources, Brackenridge Hospital, Health and Human Services, Electric and Water Utilities; Information Systems, Police, Convention Center and Law. Served as acting City Manager in manager's absence.

- Negotiated settlement of "Water Wars" between the City and various Municipal Utility Districts (MUDs) and wholesale water customers. Resulted in a timetable for their annexation by the City.
- Initiated successful pilot project to privatize ambulatory and preventive health care services to the indigent by giving them the choice of HMO providers in their neighborhoods or city-run clinics. Resulted in increased client visits, lower cost per visit, a reduction in the number of inappropriate visits to the emergency room at the city-owned hospital, increased customer satisfaction, and increased productivity in the city clinics due to competition and benchmarking.

MAYORS OFFICE, CITY OF HOUSTON, TEXAS

Houston is a full-service municipal government that, at the time, had a budget of approximately \$3 billion supporting a community of 1.8 million residents, and a municipal workforce of approximately 20,000.

ACTING DIRECTOR, (Chief Administrative Officer)

October 1988 – February 1989

DEPARTMENT OF FINANCE & ADMINISTRATION,

Reported to the Mayor. Responsible for the \$1.3 billion annual Operating Budget and \$4.2 billion five-year Capital Improvements Budget/Plan for the City of Houston. Oversight of budget, tax administration, pension administration, and risk management. Served as the Mayor's representative to all departments for purposes of coordinating policy development and delivery of services. Maintained Deputy Director's responsibilities noted below.

DEPUTY DIRECTOR, (Deputy Chief Administrative Officer)

April 1988 – June 1989

DEPARTMENT OF FINANCE ADMINISTRATION

Reported to the Director. Responsible for Central Payroll, Management Services, Revenue and Regulatory Affairs divisions. In addition, responsible for coordinating City's lobbyists at the federal, state and local (Council) levels. Worked with various City departments, as Mayor's representative, to coordinate policy development and service delivery. Primary departmental responsibilities include Human Resources, General Services, Real Estate, Planning & Community Development, Municipal Courts, Solid Waste and Health and Human Services.

DISTRICT OF COLUMBIA GOVERNMENT, WASHINGTON DC

The capitol of the United States of America is a full-service municipal government that operates as a combined state, county and local government. At the time, had a general fund budget of approximately \$2 billion supporting a community of 638,000 residents, and a municipal workforce of approximately 30,000.

ACTING DIRECTOR, DEPARTMENT OF HUMAN SERVICES

January 1987 - July 1987

Served as a principal advisor to the Mayor and City Administrator on public health, mental health and social service policies. Administered a wide range of health and social services programs through delegation of significant management authority to the heads of three major organizational components: the Commissions of Public Health, Social Services and Mental Health Services. Maintained duties of Deputy Director.

DEPUTY DIRECTOR, DEPARTMENT OF HUMAN SERVICES

August 1985 - January 1988

In the capacity of Deputy Director, responsible for overseeing and directing all administrative and staff functions of department, i.e., budget, accounting, payroll, personnel, purchasing, planning, ADP, and facilities maintenance. The Department grew to 10,000 employees and a budget of approximately \$1 billion due to merger with St. Elizabeth's Hospital.

DEPUTY CONTROLLER, DEPARTMENT OF HUMAN SERVICES

June 1983 - August 1985

Responsible for the planning, development and execution of the agency's \$800 million budget; supervised the budget, grants management and cost accounting programs. Served as key advisor to the Controller, Commissioners, Director, City Administrator and the Mayor on financial status of the department and on policies, procedures and program issues which had budget and financial management implications.

BUDGET COORDINATOR, MAYOR'S OFFICE OF BUDGET

January 1981 – June 1983

Responsible for tracking and comparing actual monthly expenditures to the City's \$2 billion dollar operating budget, providing monthly projections, explanations for the underlying causes of major variances, and recommending remedies for over- spending to the Deputy City Administrators, the City Administrator and the Mayor.

EDUCATION

- Graduate Studies – Public Administration
Maxwell School of Citizenship and Public Affairs
Syracuse University
- Bachelor of Arts – History
Maxwell School of Citizenship and Public Affairs
Syracuse University

PROFESSIONAL BOARD MEMBERSHIPS/ASSOCIATIONS/HONORS

- American Society of Public Administration—Member
- National Academy of Public Administration—Fellow
- International City and County Management Association—Member
- National Forum for Black Administrators—Member/ Former board member
--24th recipient of Marks of Excellence Award(Lifetime Achievement)
- Greater Richmond Convention Center – Former Chair/board member
- Greater Richmond Partnership – Former board member
- Richmond Port Authority— Former board member
- VA Bio+Tech Park—Former board member