

City of Kalamazoo

Executive Search Services – City Manager

PROPOSAL REFERENCE #: 91865-018.0 / ORIGINAL / MAY 20, 2025



May 20, 2025

Mr. James Henderson
Human Resources Director
City of Kalamazoo
241 West South Street
Kalamazoo, MI 49007

Subject: Proposal for Executive Search Services – City Manager (Proposal Reference: #91865-018.0)

Dear Mr. Henderson:

We are pleased to submit this proposal for executive recruitment services for the City of Kalamazoo (City). Our firm's focus is helping local government and utility organizations solve their financial, organizational, and technology challenges. Our mission is to strengthen communities, and our executive recruitment team does this by helping our clients find the best leaders to move their organizations forward.

Our search team for the City is comprised of skilled recruiters, seasoned in local government management with search experience across the country. Our team has completed over 350 nationwide searches, including successful manager placements in similar college towns such as Morgantown, WV, Boulder, CO, and Harrisonburg, VA. Our strength is in identifying and retaining ideal candidates who meet each organization's unique needs and expectations. We are confident our approach will result in a successful leader for the City.

We look forward to the opportunity to serve the City of Kalamazoo. If you have any questions, please contact me using the information below.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Catherine Tuck Parrish'.

Catherine Tuck Parrish
Senior Vice President
P: 240.832.1778 / E: ctuckparrish@raftelis.com



Making our world better

The Raftelis Charitable Gift Fund allocates profits, encourages employee contributions, and recognizes time to charitable organizations that support:

- Access to clean water and conservation
- Affordability
- Science, technology, and leadership

Raftelis is investing in improved telecommunication technologies to reduce the firm's number one source of carbon emissions—travel.



Diversity and inclusion are an integral part of Raftelis' core values.

We are committed to doing our part to fight prejudice, racism, and discrimination by becoming more informed, disengaging with business partners that do not share this commitment, and encouraging our employees to use their skills to work toward a more just society that has no barriers to opportunity.

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FIRM OVERVIEW

Who We Are

RAFTELIS HELPS LOCAL GOVERNMENTS AND UTILITIES THRIVE.

Local government and utility leaders partner with Raftelis to transform their organizations by enhancing performance, planning for the future, identifying top talent, improving their financial condition, and telling their story. We've helped more than 700 organizations in the last year alone. We provide trusted advice, and our experts include former municipal and utility leaders with decades of hands-on experience running successful organizations. People who lead local governments and utilities are innovators—constantly seeking ways to provide better service to the communities that rely on them. Raftelis provides management consulting expertise and insights that help bring about the change that our clients seek.

We believe that our Raftelis team is the *right fit* for this search. We provide several key factors that will benefit the City and help to make this recruitment a success.

RESOURCES AND EXPERTISE: With more than 190 consultants, Raftelis has one of the largest local government management and financial consulting practices in the nation.

DECADES OF COLLECTIVE EXPERIENCE: Our recruiters and subject matter experts have decades of experience in strengthening local municipalities and nonprofit organizations. They've served in a wide range of positions, from city manager to public works director to chief of police, and all disciplines in between.

PERSONAL SERVICE FROM SENIOR-LEVEL RECRUITERS: You appreciate it when deadlines are met, phone calls are returned, and your challenges are given in-depth, out-of-the-box thinking. While other firms may assign your business to junior-level people, our approach provides exceptional service from senior-level recruiters.

NICHE EXPERTISE: Our expertise lies in strengthening public-sector organizations. We're specialists rather than generalists, focusing our strengths on delivering results for a specific group of clients.



FIRM CAPABILITIES



EXECUTIVE SERVICES: Identify and develop top talent to lead local governments and utilities

- Executive recruitment
- Executive coaching
- Executive performance evaluations



FINANCE: Promote financial integrity and the equitable recovery of costs to achieve your objectives

- Rate, charge, and fee studies
- Financial and capital planning
- Cost of service and cost allocation
- Customer assistance programs
- Affordability analysis
- Utility valuation
- Budget development
- Financial condition assessments
- Debt issuance support
- Economic feasibility and analysis
- Regulated utility support



COMMUNICATION: Inform and engage with your stakeholders to build understanding and support

- Strategic communication planning
- Public involvement and community outreach
- Public meeting facilitation
- Graphic design and marketing materials
- Media and spokesperson training
- Risk and crisis communication
- Social media strategy
- Visual facilitation
- Virtual engagement
- Technical writing and content development



STRATEGIC PLANNING/FACILITATION:

Plan for the future to guide your organization to success

- Organization, department, and community-based strategic planning
- Climate action planning
- Effective Board / Commission / Council governance
- Retreat planning and facilitation



STORMWATER UTILITY SERVICES: Implement sustainable financial practices to equitably fund your stormwater program

- Stormwater utility development and implementation support



ORGANIZATIONAL ASSESSMENT: Identify needs, plan for the future, and implement positive changes

- Organizational and operational assessments
- Performance measurement
- Staffing analysis
- Sustainability
- Organizational climate and culture
- Asset management and operations
- Regional collaboration and service sharing



TECHNOLOGY: Gain insights from your data and develop tools to increase effectiveness and engagement

- Cybersecurity services
- Strategic technology planning services
- Financial management technology services
- Customer management technology services
- Maintenance and asset management technology services
- Data management, analytics, and visualization
- Custom software solutions



SOLID WASTE SERVICES: Deliver effective solid waste services while ensuring financial sustainability and customer engagement

- Solid waste plans & sustainable materials management planning & implementation
- Grant application assistance
- Billing technology planning and implementation
- Collection/routing and disposal/processing planning, procurement, and implementation
- Rates and financial modeling
- Benchmarking and best practices
- Regulation and compliance
- Communications and public engagement

PROJECT APPROACH

Executive Search Strategy

When organizations need to fill key positions, they turn to Raftelis and benefit from this guiding principle: meaningful hiring involves finding the right employee and preparing them for ongoing success. Our approach to executive search services comprises three key phases.

Inquiring, Understanding, and Defining

The City of Kalamazoo has a unique culture and set of objectives. Because selecting the right individual is critical to success, we begin our relationship by conducting a needs assessment to identify the specific benchmarks the search for the new City Manager must accomplish. We will identify qualifications and requirements and map out the new manager's first-year goals so that the City and the new employee remain on the same track for success. We will build a customized position profile, ensuring we attract the best applicants from across the country.

Candidate Search and Evaluation

To reach the right candidates, Raftelis customizes each search to the specific organization's needs. Often, the professionals best suited to a position are already employed and not searching for a new job via traditional channels. So, we leverage our extensive, diverse professional network to attract the best talent nationwide. We have demonstrated success assembling candidate pools that are racially, ethnically, and gender diverse. We are dedicated to helping local governments fill leadership positions with candidates that reflect the communities they serve. We work closely with several organizations that support this goal, and we advertise positions with national organizations that represent people of color and women, including the National Forum of Black Public Administrators (NFBPA), the Local Government Hispanic Network (LGHN), and the League of Women in Government. Once the right candidates are found, we help manage the full hiring process, from interviews to background checks to final offers. Our in-depth service empowers clients to achieve their recruitment goals at every step.



39% of our recruitments resulted in the hiring of **females**

21% of our recruitments resulted in the hiring of **people of color**

Supporting Success

We support the top candidate's long-term success by creating a goal-driven work plan that is actionable from day one. Many firms focus solely on finding qualified applicants, leaving the client on their own once the position is filled. Our team, however, uses the objectives gathered during the inquiry stage to prepare new hires for a successful first year. We follow up to ensure continued progress, productivity, and satisfaction for the employee and the City. In the end, we are not just looking for a successful candidate; we are looking for the right leader to be successful in their new position long after their initial hire.

Project Approach

THE FOLLOWING PROVIDES A DETAILED DESCRIPTION OF OUR WORK PLAN FOR THE CITY MANAGER RECRUITMENT.

Activity 1 – Develop Candidate Profile

We will begin this engagement by developing a clear picture of the City's ideal City Manager. We will meet with the City Commission and the City's Human Resources Director to discuss the timeline and process (one virtual meeting). We will then meet with the Commissioners individually and as a group to understand everyone's unique perspective on the desired skills and experiences the next City Manager should possess (up to eight virtual meetings). We will also conduct virtual meetings with the outgoing City Manager, the City's senior leadership team, and other key stakeholders as identified to gather their input (up to three virtual meetings). The scope of this proposal also reflects the hosting and facilitation of one virtual community focus group and one online survey for community input. During this process of engagement, we will discuss not just the technical skills needed for the position but also what makes the right organizational fit in terms of traits and experiences.

Based on the information gathered in our meetings, we will develop a recruitment plan that focuses on the Great Lakes region and extends across the country. We will prepare a position profile that is unique to the City. The profile will identify the organization's needs, strategic challenges, and the personal and professional characteristics of the ideal candidate. This document drives the recruitment. It focuses our efforts on the most capable candidates and helps us encourage candidates to pursue the position.

We will also develop first-year organizational goals for the successful candidate. These goals will ensure that the applicants know what will be expected of them, that the City has clearly identified objectives for the new City Manager, and that the successful candidate can hit the ground running with a work plan. Once drafted, we will review the recruitment plan, position profile, and first-year goals with the City Commission (and other key stakeholders if desired). Modifications will be made as necessary before recruitment begins.

DELIVERABLE:

- Detailed recruitment process documents, including a recruitment plan, position profile, and first-year goals

Activity 2 – Conduct Outreach and Initial Screening

As part of the recruitment plan, we will identify key states and metro areas for our targeted recruitment. We will prepare and place advertisements in state and national publications and websites to attract candidates from throughout the United States. While this will be a national search, we will target our efforts to those key areas identified in the recruitment plan. We will place job postings with national, state, and regional professional organizations such as the Michigan Municipal League (MML), the Michigan Association of Counties (MAC), the Ohio City and County Management Association (OCCMA), the International City/County Management Association (ICMA), Engaging Local Government Leaders (ELGL), the NFBPA, the LGHN, and other relevant national, state, and regional professional associations as identified in the recruitment plan.

As soon as the advertisements are completed, we will begin actively and aggressively marketing the position and identifying qualified candidates for assessment. Based on the City's unique needs, we will pinpoint individuals and jurisdictions to directly contact via phone and email. We will also utilize social media (LinkedIn and Facebook) to

broaden our reach. We will contact applicants in our extensive candidate database as well as prospective candidates we have targeted in previous recruitments for similar jurisdictions. In our experience, this combination of outreach is the most effective way to reach top candidates, especially those who are not currently in the job market but may consider a move to an excellent organization like the City of Kalamazoo.

As applications are received, we will acknowledge each one and keep applicants aware of their status. We will screen each applicant against the position profile and first-year goals. We will conduct interviews via phone or videoconference with those applicants who most closely meet the position profile to learn more about their interests, qualifications, and experience. A written summary of these candidates will be prepared and shared with the City. We will then meet with the City Commission (and other key stakeholders if desired) to review a summary of the full applicant pool and details on the most qualified candidates with the skills and experience to succeed in the position. Based on this review, the Commissioners will finalize a list of four to six candidates to invite for virtual semi-final interviews.

DELIVERABLES:

- Placement of ads and job postings
- Targeted outreach to passive candidates
- Candidate review materials, including screening results and preliminary internet research on recommended top candidates

Activity 3 – Support Interviews and Selection

Each person you wish to interview will be contacted by our recruitment team. We will design and facilitate a multi-step interview process, which could include a customized set of scenario-based exercises, one-on-one interviews, panel discussions with City leaders and staff, tours, and community meet-and-greets. We will facilitate pre- and post-interview briefings with all interviewers.

A book containing customized interview questions and information about each candidate will be provided to all interviewers in the semi-final and final interview rounds. Semi-final interviews will be conducted virtually. We will be on-site, in-person, with the City for final interviews and will work with the City to ensure compliance with open meetings laws. We will coordinate scheduling logistics and provide candidates with all relevant details, including any travel policy requirements. We will work with the City's primary point of contact for scheduling, including suitable venues for all in-person interview events. Any travel expenses for the finalists will be borne and reimbursed directly by the City.

The City Commission will select the top candidate. We can help make a well-informed choice by framing what we have learned about the candidates in the context of the position and its requirements. We will speak with the top candidate's references to confirm the strength of their credentials. A full background check will be performed on the top candidate, including but not limited to education, credentials, employment history, criminal background check, civil litigation check, and credit history.

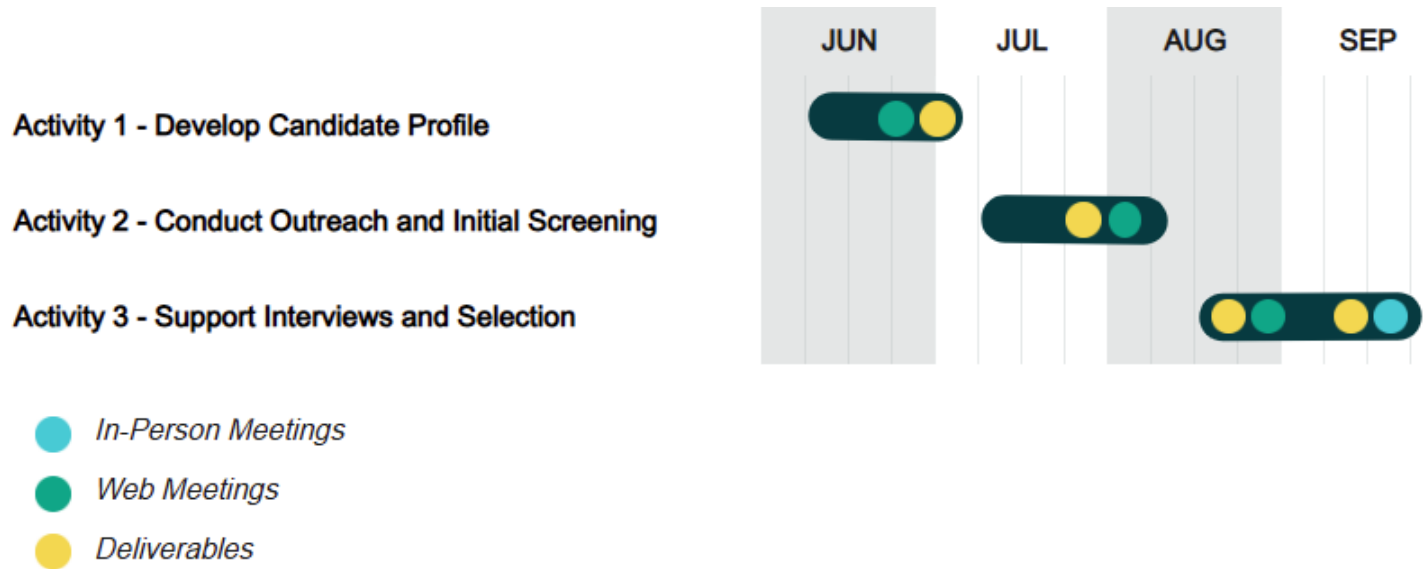
We will also assist in negotiating the employment offer. We can provide information about best practices in salary and total compensation, and we will have obtained information on the top candidates' salary expectations. We will keep all candidates apprised of their status and release them at the appropriate time.

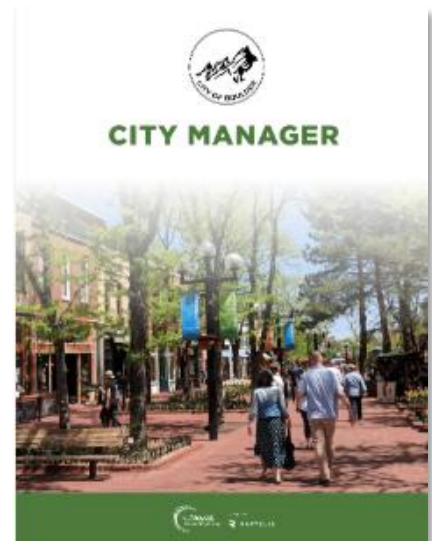
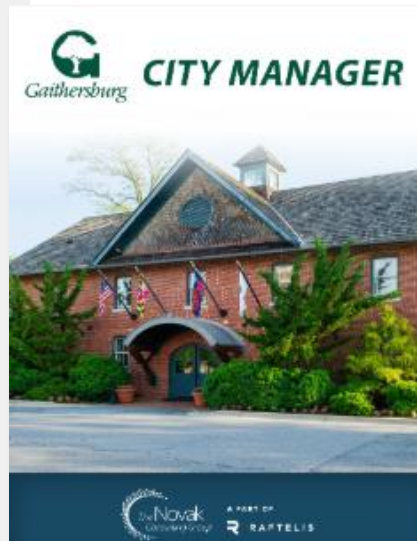
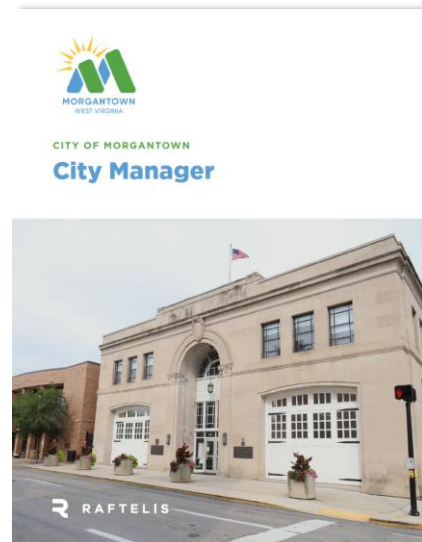
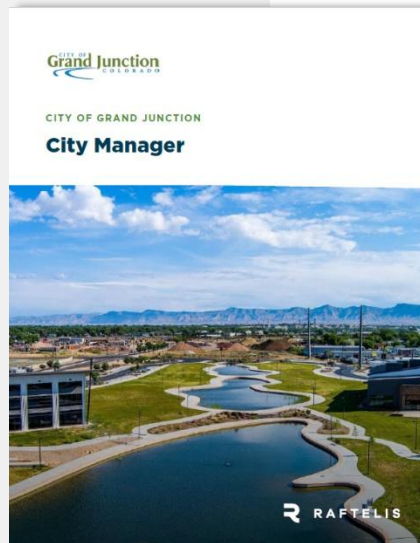
DELIVERABLE:

- Interview book materials, including reference and background check results on the top candidate

Recruitment Timeline

Included below is a proposed timeline for the City Manager search. We will review this timeline with the City during Activity 1 and adjust as necessary when developing the recruitment plan, including any modifications to the number of in-person meetings.





Our team of search professionals and graphic designers develop brochures to graphically communicate the organization's vision, culture, and opportunities to candidates.

Shown here are samples of prior search brochures our team has designed and provided for clients.

REFERENCES

References

Raftelis is uniquely positioned to perform this recruitment because of our knowledge of local government and our extensive network across the nation. Our clients tell us we are more than just consultants—we are trusted advisors. The following table lists a few comparable recruitments we have conducted and references for each of them. The Assistant City Manager search for the City of Novi, MI (included in the table below) resulted in a successful placement, with the individual subsequently promoted to City Manager.

CLIENT NAME	RECRUITMENT TYPE	CONTACT
City of Boulder, CO	<ul style="list-style-type: none"> Chief Financial Officer (2025) Fire Division Chief, Operations (2024) Police Deputy Chief, Operations (2024) Senior Risk Manager (2024) Fire Division Chief, Logistics (2023) Chief Building Official (2023) Independent Police Monitor (2020, 2023) Chief Human Resources Officer (2022) Director of Planning and Development Services (2020, 2022) Utilities Engineering Manager (2021) City Attorney (2021) City Manager (2020) Human Resources Information Systems (HRIS) Manager (2020) Human Resources Senior Manager (2020) Total Rewards Senior Manager (2020) Human Resources Director (2017) 	Chris Meschuk, Deputy City Manager P: 303.441.3388 E: meschukc@bouldercolorado.gov 1777 Broadway Boulder, CO 80302
City of Grand Junction, CO	<ul style="list-style-type: none"> City Manager (2024) 	Abe Herman, Outgoing Mayor and Council President (<i>term ending May 2025</i>) P: 970.244.1501 E: abeh@gjcity.org 250 North 5th Street Grand Junction, CO 81501
City of Morgantown, WV	<ul style="list-style-type: none"> City Manager (2020, 2025) 	Ryan Simonton, Attorney Kay Casto and Chaney PLLC P: 304.225.0970 E: rsimonton@kaycasto.com 1085 Van Voorhis Road, Suite 100 Morgantown, WV 26505

CLIENT NAME	RECRUITMENT TYPE	CONTACT
City of Gaithersburg, MD	<ul style="list-style-type: none"> City Attorney (2024) IT Director (2022) City Manager (2020) Finance Director (2020, 2022) Public Works Director (2013, 2020) Director of Finance and Administration (2019) Engineering Services Division Chief (2019) 	Tanisha Briley, City Manager P: 301.258.6300 E: tanisha.briley@gaithersburgmd.gov 31 South Summit Avenue Gaithersburg, MD 20877
City of Novi, MI	<ul style="list-style-type: none"> Assistant City Manager (2010) 	Victor Cardenas, City Manager P: 248.347.0445 E: vcardenas@cityofnovi.org 45175 Ten Mile Road Novi, MI 48375

LIST OF CURRENT MUNICIPAL CLIENTS

Below are the firm's current local government, utility, and special district executive recruitments and the population (or approximate customer count) of the organization.

CLIENT	RECRUITMENT TYPE	POPULATION
City of Bellevue, WA	<ul style="list-style-type: none"> Assistant Director – Utilities Engineering 	155,000
City of Boulder, CO	<ul style="list-style-type: none"> Division Chief, Training Transportation and Mobility Director 	108,000
City of Charleston, SC	<ul style="list-style-type: none"> Information Technology Director 	150,000
City of Cupertino, CA	<ul style="list-style-type: none"> Assistant City Manager 	57,285
City of Fort Collins, CO	<ul style="list-style-type: none"> Housing and Community Vitality Director 	174,800
Franklin County, OH	<ul style="list-style-type: none"> Public Affairs Director 	1,300,000
City of Fredericksburg, VA	<ul style="list-style-type: none"> Capital Projects Manager 	30,000
City of Gresham, OR	<ul style="list-style-type: none"> Watershed and Parks Director 	114,000
Loudoun County, VA	<ul style="list-style-type: none"> Deputy Director of General Services for Environmental Services Director of Family Services Director of Youth Services Human Resources Director 	453,800
City of Newport News, VA	<ul style="list-style-type: none"> Human Resources Director 	183,118
Parker Water and Sanitation District, CO	<ul style="list-style-type: none"> Chief Financial Officer 	60,000
Portland Water District, ME	<ul style="list-style-type: none"> General Manager 	200,000
Sewerage and Water Board of New Orleans, LA	<ul style="list-style-type: none"> Executive Director 	1,013,000

CLIENT	RECRUITMENT TYPE	POPULATION
South Platte Renew, CO	<ul style="list-style-type: none"> Deputy Director, Engineering 	300,000
Port of Greater Cincinnati Development Authority, OH	<ul style="list-style-type: none"> Executive Vice President/Chief Financial Officer 	826,139
City of Winston-Salem, NC	<ul style="list-style-type: none"> Housing Director 	251,343



In addition to the references above, we have successfully completed the following recruitments over the past five years for municipal managers and administrators across the country as well as general managers for utilities and special districts.

Arizona

Central Arizona Project

- General Manager (2022)

Town of Clarkdale

- Town Manager (2021)

Town of Payson

- Town Manager (2020)

Colorado

City of Boulder

- City Manager (2020)

City of Grand Junction

- City Manager (2024)

Jefferson County

- County Manager (2022)

Summit County

- Interim County Manager (2022)

Delaware

City of Rehoboth Beach

- City Manager (2022)

Kansas

City of Eudora

- City Manager (2023)

WaterOne (Johnson County)

- General Manager (2023)

Maryland

City of Gaithersburg

- City Manager (2020)

Town of La Plata

- Town Manager (2025)

City of Rockville

- City Manager (2024)

Maryland (Cont.)

Town of St. Michaels

- Town Administrator (2021)

City of Takoma Park

- City Manager (2021)

Minnesota

Rochester Public Utilities

- General Manager (2023)

Montana

City of Helena

- City Manager (2020)

New Hampshire

Town of Hanover

- Town Manager (2022)

New York

City of Batavia

- City Manager (2020)

Livingston County Water and Sewer Authority

- Executive Director (2020)

Ohio

City of Tipp City

- City Manager (2024)

City of Westerville

- City Manager (2020)

City of Wyoming

- City Manager (2021)

Oregon

City of Beaverton

- City Manager (2021)

Benton County

- County Administrator (2023)

Oregon (Cont.)

City of Gresham

- City Manager (2020)

City of Milwaukie

- City Manager (2024)

City of Tigard

- City Manager (2025)

Pennsylvania

Breakneck Creek Regional Authority

- General Manager (2020)

South Carolina

Mount Pleasant Waterworks

- General Manager (2020)

Virginia

Fauquier County

- County Administrator (2022)

Harrisonburg-Rockingham Regional Sewer Authority

- Executive Director (2021)

Washington

City of Bothell

- City Manager (2021)

City of Camas

- City Administrator (2020, 2022)

City of Shoreline

- City Manager (2022)

West Virginia

City of Morgantown

- City Manager (2020, 2025)

RECRUITMENT TEAM

Recruitment Team

WE HAVE A TEAM OF RECRUITERS WHO SPECIALIZE IN THE SPECIFIC ELEMENTS THAT ARE CRITICAL TO SUCCESS IN THIS CITY MANAGER SEARCH.

Our team includes senior-level recruiters to provide experienced search leadership with support from talented specialist staff. This close-knit group has frequently collaborated on similar successful recruitments, providing the City with confidence in our capabilities. On the following pages, we have included resumes for each of our recruiting team members.



Catherine Tuck Parrish

PRACTICE LEADER/LEAD RECRUITER

Senior Vice President

PROFILE

Catherine has 30 years of management experience working for local governments of all sizes, nonprofit organizations, and associations. She leads the firm's executive search practice and has conducted over 160 searches for managers/administrators, police chiefs, fire chiefs, directors of public works, planning, economic development, finance, human resources, and human services, and other key positions in local governments across the country.

In addition to executive recruitment, she has facilitated numerous governing body workshops, staff retreats, and strategic planning sessions. Her work as a consultant includes project management and contributions to several local government projects, such as process improvement studies, departmental assessments, planning and permitting process reviews, and policy development.

Catherine's most recent local government experience was as deputy city manager in Rockville, Maryland, where she oversaw parks and recreation, human resources, information technology, finance, neighborhood resources (citizen engagement), communications, customer service, and intergovernmental functions. She also served as acting city manager in Rockville for nearly a year. Before joining Rockville, Catherine served as assistant to the county executive in Fairfax County, Virginia, working on change management issues, including a new pay system, employee surveys, implementation plans, and internal communication improvements. Catherine has served as an ethics advisor at the International City/County Management Association (ICMA), counseling elected officials and citizen groups regarding employment agreements, forms of government issues, and recruitment. She also worked for the City of Denton, Texas.

She chaired the ICMA's Acting Manager Task Force, which produced a handbook for interim managers. She also led the Maryland City/County Management Association (MCCMA) as president and vice president. She served as president, vice president, and secretary of the Metropolitan Association of Local Government Assistants in the Washington, D.C. metro area. Catherine has spoken at national and state conferences on a variety of topics, including recruitment trends, civility, effective councils, ethics, forms of government, human resources, long-term financial planning, budget strategies, developing high-performing organizations, and leadership. She has also spoken at the National League of Cities Leadership Training Institute on recruiting and evaluating the CEO. She is a certified instructor of the Myers-Briggs Type Indicator instrument.



Specialties

- Executive search
- Strategic planning
- Facilitation
- Strategy development and implementation
- Community engagement
- Employee engagement

Professional History

- Raftelis: Senior Vice President (2025-present); Vice President (2021-2024); Senior Manager (2020-2021); Executive Search Practice Leader, The Novak Consulting Group (2010-2020)
- Management Partners: Senior Manager (2009-2010)
- City of Rockville, Maryland: Deputy City Manager/Acting City Manager/Assistant City Manager (2001-2009)
- Fairfax County, Virginia: Assistant to the County Executive (1998 -2001)
- ICMA: Ethics Advisor/ Senior Local Government Programs Manager (1994-1998)
- City of Denton, Texas: Administrative Assistant to the City Manager (1990-1994)

Education

- Master of Public Administration - University of Kansas (1990)
- Bachelor of Arts in Communication Studies/Personnel Administration - University of Kansas (1988)

Professional Memberships

- International City/County Management Association (ICMA)
- Engaging Local Government Leaders (ELGL)
- Maryland City/County Management Association (MCCMA)

Anne Lewis

RECRUITER

Senior Manager

PROFILE

Anne is a seasoned professional specializing in executive recruitment services for local and state governments, special service districts, not-for-profit organizations, and school districts. With nearly 20 years of experience in local management, she has a proven track record of success, having previously led the public sector advisory practice executive recruitment team for a national firm. Anne has successfully completed over 125 C-suite level recruitments, including positions for city, county, and town managers, deputy managers, and directors of human services, parks and recreation, tourism, public works, finance, and human resources.

Before consulting with local government, Anne was an assistant county administrator for Loudoun County, Virginia, a deputy city manager for Harrisonburg, Virginia, and an assistant city manager for Winchester, Virginia. She has more than 17 years of experience in local government, including positions as an emergency management deputy director, public information officer, human resources manager, parking authority executive director, housing director, transit director, convention director, and visitor's bureau executive director. She has also been responsible for parks, recreation, and community services, information technology, animal services, general services, and legislative programs.

Anne has presented on recruitment trends and barriers to conference attendees at the Public Sector Human Resources Association, National Association of Counties, Virginia Local Government Management Association, and the Virginia Women Leading Government Leadership Institute.



Specialties

- Public sector executive search

Professional History

- Raftelis: Senior Manager (2025-present)
- Baker Tilly: Managing Director (2023-2025); Co-Practice Leader (2021-2023); Director (2020-2021)
- County of Loudoun, Virginia: Assistant County Administrator (2018-2020)
- Springsted | Waters: Senior Vice President (2016-2018)
- City of Harrisonburg, Virginia: Deputy City Manager (2010-2016)
- City of Winchester, Virginia: Assistant City Manager (2006-2010); Assistant Administration Director (2005-2006); Human Resources Manager (2003-2005); Personnel Assistant (2000-2002)

Education

- Master of Science in Organizational Leadership with an emphasis in Public Administration – Shenandoah University
- Graduate Certificate in Public Management - Shenandoah University
- Bachelor of Business Administration with an emphasis in Management – Shenandoah University
- Associate of Arts and Sciences in Business Administration – Lord Fairfax Community College
- Certificate of Graduation for Senior Executive Institute (SEI) and Leading, Educating, and Developing (LEAD) – University of Virginia Weldon Cooper Center for Public Service

Professional Memberships

- International City/County Management Association
- Task Force on Recruitment Guidelines Handbook; Task Force on Women in the Profession; Task Force on Internship Guidelines; Annual Conference Planning Committee
- Virginia Local Government Management Association
- Executive Committee; Civic Education Committee
- Virginia Women Leading Government
- Social Media Committee
- National Association of County Administrators
- National Association of Counties
- Economic Development Policy Committee
- Virginia Municipal League

Pamela J. Wideman

RECRUITER Senior Manager

PROFILE

Pamela has over 25 years of experience in leading local government teams, with the last 10 years in executive leadership with the City of Charlotte. She is adept at forging creative solutions to government and community issues at the local level, with service to the community as the foundation of her leadership style. She is known for her thoroughness as well as engendering trusting relationships with elected officials, executive leadership across public, private, and non-profit organizations, and residents, all while providing exceptional customer service throughout the process.

Pamela most recently served as the Director of the City of Charlotte's Housing & Neighborhood Services Department, leading a team of over 200 staff across five key divisions. Pamela shaped Charlotte's affordable housing landscape and managed the oversight of millions of public dollars. She helped create and preserve over 5,000 affordable housing units, created and successfully deployed COVID-19 Pandemic relief programs for rent, mortgage, utility, and deposit assistance to keep vulnerable residents housed during the pandemic, developed a new local rental subsidy program, and managed over \$68 million in homelessness support and prevention.

During her work there, Pamela hired numerous staff members for her Department and participated on executive search panels for positions both with the City of Charlotte as well as with other municipalities and organizations. Pamela is a highly sought-after speaker for her expertise in affordable housing and has spoken on numerous panels across the country. Pamela strongly believes that "service is the rent we pay for living on this earth" and is often asked to share her public sector experiences with students, professional trade organizations, and local municipalities.

Pamela has a passion for developing and implementing solutions that serve the community. She served as an early Advisory Member for the Greenlight Fund in Charlotte and on the Mayors and CEOs Committee for U.S. Housing Investment. Pamela was awarded the Master of Public Administration Alumna of the Year and received a Leadership in Black Excellence from her alma mater, the University of North Carolina – Charlotte. She was also recognized as a Women's In Leadership Champion by the Charlotte Chapter of the Urban Land Institute. Additionally, she was recognized as one of the top 10 "Behind the Scenes" newsmakers by the Charlotte Business Journal in both 2017 and 2020. She currently serves on the Board of Directors for the United Way of Greater Charlotte and the Children and Family Services Center. She is a member of the International City/County Management Association and the National Forum for Black Public Administrators.



Specialties

- Executive Level Management
- Hiring and Recruitment
- Affordable Housing Expertise
- Community Development Policy and Program Development
- Team Development & Leadership
- Consensus Building
- Community Engagement
- Budget Management

Professional History

- Raftelis: Manager (2021 – Present)
- City of Charlotte: Director of Housing & Neighborhood Services (2017 – 2021)
- City of Charlotte: Housing & Neighborhood Services Deputy Director (2008 – 2016)
- City of Charlotte: Housing & Neighborhood Services Supervisor (2006 – 2008)
- City of Charlotte: Budget Analyst (2003 – 2006)

Education

- Harvard Kennedy School -Senior Executives in State and Local Government (2015)
- UNC-Chapel Hill - Municipal Administration (2007)
- University of North Carolina at Charlotte- Master's in Public Administration (2006)
- Belmont Abbey College -Bachelor of Arts in Business Administration (1999)

Professional Memberships

- International City/County Managers Association
- Urban Land Institute
- National Forum for Black Public Administrators

Kelsey Batt

RECRUITMENT SPECIALIST

Consultant

PROFILE

Kelsey joined Raftelis in 2021, helping to facilitate executive-level recruitments for local governments across the country. As a strong cross-cultural communicator, she utilizes her skills and background in professional writing to serve as a launchpad for all her endeavors.

Kelsey graduated from the Honors College at Purdue University in West Lafayette, Indiana where she earned a bachelor's in both Professional Writing and Creative Writing, as well as a Minor in Italian.

During her time as a student, Kelsey worked diligently at the world-renowned Purdue OWL Writing Lab, pairing with over 1,000 undergraduate and graduate students to help develop positive relationships with both writing and the English language. She also competed on the women's Division I Track and Field and Cross-Country teams while at Purdue, earning six Academic All-Conference Honors from the Big Ten.

She has previously worked as a copywriter at Sweetwater Sound, where she developed the company's first Copy Style Guide and proposed several researched marketing strategies, focusing on inclusion amidst gender inequality in the music industry. Her ideas can be seen implemented throughout their current sales website and internally. Kelsey also has experience in marketing from her time at SDI Innovations, where she produced and edited social media and blog content.



Specialties

- Executive search
- Recruiting
- Editing

Professional History

- Raftelis: Consultant (2024-present); Associate Consultant (2021-2023)
- The Purdue Writing Lab & Purdue OWL (2017-2021)

Education

- Bachelor of Arts, School of Liberal Arts – Purdue University, West Lafayette, IN (2021)

Niayla Hairston

RECRUITMENT SPECIALIST

Analyst

PROFILE

In August 2024, Niayla joined Raftelis as an analyst, having completed an internship with the firm's Executive Recruitment Team, where she supported numerous search activities.

Prior to Raftelis, Niayla worked as a Coordinator for Development and Mentor Relations, where she coordinated and facilitated team-building workshops and programs to enhance productivity and develop relationships between staff and over 165 incoming first-year students. Niayla also developed her interviewing and recruiting skills and gained experience creating and redesigning training manuals and developmental materials for various roles to enhance training processes for future hires.



Specialties

- Executive Search
- Recruiting
- Facilitation

Professional History

- Raftelis: Analyst (2024-present); Intern (2024)
- SAFE (UNC Charlotte): Coordinator for Development and Mentor Relations (2023-2024); Senior Mentor (2022-2023); Junior Mentor (2021-2022)

Education

- Bachelor of Science in Psychology - University of North Carolina at Charlotte (2024)
- Bachelor of Arts in Spanish - University of North Carolina at Charlotte (2024)

COST

Cost

The total fixed fee to complete the City Manager recruitment, as outlined in this proposal, is \$45,400. This includes all professional fees and expenses for Raftelis.

We estimate the following additional costs to the City, which would be billed at cost.

Advertising	Approximately \$2,000-\$2,500
Background checks	Estimated at \$175-\$500/finalist
Finalists' interview travel	Borne and reimbursed directly to the finalists by the City

Advertising and background checks are invoiced as completed. The fixed fee will be invoiced as follows:

Activity 1 – \$15,590	After delivery of the recruitment documents <ul style="list-style-type: none"> • Recruitment plan • Recruitment brochure • First-year goals
Activity 2 – \$13,768	After the candidate review meeting and semi-finalist selection
Activity 3 – \$12,542	After the final interviews are completed

We can provide additional City employees and Kalamazoo community engagement, if desired. Optional services available to add to the scope of this proposed search include:

Additional Virtual Focus Groups	\$2,500 per Focus Group
Additional Virtual Meetings with Key Internal or External Stakeholders	\$400 per Meeting

Within six (6) months of the final interview process, should an additional candidate be hired by the City from the pool of candidates presented by Raftelis for this project, the additional fee shall be \$15,000.

Service Guarantee

If, within the first twenty-four (24) months after the hire date, the placed candidate leaves employment with the City for any reason other than death, disability, or separation initiated by the City without cause, Raftelis will conduct a replacement search for the position without charging a Professional Services Fee. The costs to the City will be limited to expenses related to the replacement search (e.g., advertising, background checks, recruiter travel). Within this guarantee period, Raftelis must be notified in writing of a separation within 10 days of its effective date. Additionally, in order for this guarantee to take effect, the City must provide documentation of regular onboarding meetings with the City Commission (or designee) and a one-year (12-month) evaluation for the placed candidate facilitated by Raftelis. The additional fee for this facilitated evaluation is \$10,000, and includes one-on-one input solicited from each member of the governing body, a self-evaluation by the placed candidate, and a facilitated evaluation session with the City Commission and placed candidate conducted by Raftelis. A final performance evaluation document will be provided to the City.

Additional Services

Coaching

Raftelis has trained coaches with practical experience as former local government leaders who provide one-on-one coaching to executives, department heads, and mid-level managers. The process includes setting goals, developing and executing a coaching plan, and individual coaching sessions. Local governments and utilities utilize this service to help new leaders acclimate to their roles and responsibilities and adjust to the complexities of the organization. We help leaders of varying tenures with navigating difficult conversations, improving their interactions with the governing body and/or the public, building strong teams, and preparing future leaders within their organization.

COST:

- Typical cost for this service is \$10,000
- Hourly rate for coaches is \$260/hour
- Work is done virtually

Facilitated Evaluations

Raftelis has seasoned former local government managers who deliver facilitated evaluations for governing-body appointed staff, including executive directors, general managers, etc. This process includes input from every governing body member through the facilitator, an employee self-assessment, a guided conversation in executive session, goal setting for the next year, and an evaluation document. This is an objective process that allows each member of the governing body's voice to be included and ensures the executive receives meaningful feedback. This process may also include a 360-review component, if desired.

COST:

- Typical cost for this service is \$13,000 to \$17,000 (depending on scope, such as the inclusion of a 360-review)
- Work is done virtually except for guided executive session

APPENDIX A: REQUIRED FORMS

Appendix A: Required Forms



CITY OF KALAMAZOO – REQUEST FOR PROPOSALS
Executive Search Services – City Manager

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Proposal Reference #: 91865-018.0

SECTION II
PROPOSAL AND AWARD

The undersigned having become thoroughly familiar with and understanding all the proposal/contract documents incorporated herein, agrees to provide executive search services as specified herein:

EXECUTIVE SEARCH SERVICES – CITY MANAGER

PROFESSIONAL SERVICES FEE:	\$	<u>41,900</u>
ESTIMATED EXPENSES:	\$	<u>3,500*</u>
TOTAL NOT TO EXCEED:	\$	<u>45,400</u>

**Dependent on number of job ads and candidate background checks*

The total combined not-to-exceed price quoted must include all costs associated with the performance of the services specified, including materials, supervision, labor, insurance, transportation, delivery, fuel or other surcharges, demurrage, and related costs. Charges not listed in the RFP response will not be allowed. All prices and fees must be in U.S. dollars.

Price stated shall be firm for the full term of this Contract.

Proposer/Contractor has examined and carefully studied the bidding documents and attachments, and acknowledges receipt of the following addenda:

Addendum No: No addendums were released during the preparation of this proposal.

Dated: _____

Proposer shall provide all the information as requested herein with their proposal. **Failure to do so and/or failure to provide post-proposal requested information may be cause for rejecting the proposal as non-responsive.**

By my signature below, I certify that the firm bidding on this contract, when making hiring decisions, does not use a past criminal conviction as a bar to or preclude a person with a criminal conviction from being considered for employment with the bidding firm unless otherwise precluded by federal or state law. I further certify that I have read and agree to be bound by the provisions of the City's Non-Discrimination Clause found in Appendix A and as updated by City Ordinance 1856.

Signed: Catherine Tuck Parrish Name: Catherine Tuck Parrish

Title: Senior Vice President

CITY OF KALAMAZOO – REQUEST FOR PROPOSALS
Executive Search Services – City Manager

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QUALIFICATIONS QUESTIONNAIRE

Please answer the following questions completely. You may submit answers on this form or as an attachment to this document, additional information (brochures, illustrations, etc.) will also be used in determining qualifications. If not using this form, please follow its format.

1. Firm name: Raftelis Financial Consultants, Inc.
2. Established: Year 1993 State NC
3. Type of organization:

a. Individual <u> </u>	b. Partnership <u> </u>
c. Corporation <u> X </u>	d. Other <u> </u>
4. Former firm name(s) if any, and year(s) in business:
32 years in business / Raftelis Environmental Consulting Group, Inc. & Raftelis Financial Consulting, PA
5. Home office business address and telephone number where work will be performed.
19 Garfield Place, Suite 500, Cincinnati, OH 45202 / 513.221.0500
6. Branch office(s) if work will be performed there:
Cincinnati, OH and Charlotte, NC (227 W. Trade Street, Suite 1400, Charlotte, NC 28202)
7. Personnel of firm who will be working on this project. Attach resumes of key personnel:

NAME AND TITLE	SPECIALTY	EXPERIENCE	EXPECTED ROLE
YRS			
<u>Resumes have been provided on pages 13-17.</u>			
<u>Catherine Tuck Parrish / Executive Search & Recruitment / 30+ years / Project Director/Lead Recruiter</u>			
<u>Pamela J. Wideman / Executive Search & Recruitment / 20+ years / Recruiter</u>			
<u>Anne Lewis / Executive Search & Recruitment / 20+ years / Recruiter</u>			
<u>Kelsey Batt / Executive Search & Recruitment / 4 years / Recruitment Specialist</u>			
<u>Niayla Hairston / Executive Search & Recruitment / 1 year / Recruitment Specialist</u>			

CITY OF KALAMAZOO – REQUEST FOR PROPOSALS
Executive Search Services – City Manager

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QUALIFICATIONS QUESTIONNAIRE (cont.)

8. Total personnel of firm:

- a. Professional: 191 consultants b. Non-professional: 29 additional support staff

9. Attach a list of similar projects performed over the last five (5) years. Include: description of professional services provided, project size, contact person and phone number. Projects should demonstrate experience in the types of consulting services you wish to provide.

Please refer to pages 8-11.

10. Identify projects in Item 9 which most closely match the work required by the City.

City of Boulder, CO – City Manager (2020)

City of Grand Junction, CO – City Manager (2024)

City of Morgantown, WV – City Manager (2020, 2025)

City of Gaithersburg, MD – City Manager (2020)

11. Provide your understanding of the project and any special qualifications you bring to this project. Please refer to pages 3-6 for our understanding of the project. Refer to pages 8-17 for qualifications we bring to the project.

12. Identify any additional professional consulting service(s) you will utilize to work on this project and their expected role(s).

Because we possess the in-house qualifications and experience necessary for this

work, no subconsultants are proposed. All team members are Raftelis employees.

13. Provide the address for your website.

www.raftelis.com

14. Have any similar agreements held by Proposer for a similar project to the proposed project ever been canceled? Circle one: No Yes If yes, please explain: _____

15. Indicate registration, license numbers or certificate numbers for the businesses or professions, which are the subject of this RFP. Please attach certificate of competency and/or State registration.

State Identification/Registration Number: 801994975

Please refer to pages 25-26.

CITY OF KALAMAZOO – REQUEST FOR PROPOSALS
Executive Search Services – City Manager

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 Proposal Reference #: 91865-018.0

QUALIFICATIONS QUESTIONNAIRE (cont.)

16. List the pertinent experience of the key individuals of your firm (continue on insert sheet if necessary):

Please refer to the resumes that have been provided on pages 13-17.

17. State the name, title, and contact information of the individual(s) who will have personal management of the day-to-day contract work:

Catherine Tuck Parrish, Senior Vice President

P: 240.832.1778 / E: ctuckparrish@raftelis.com

18. Litigation/Judgments/Settlements/Debarments/Suspensions – Submit information on any pending litigation and any judgments and settlements of court cases relative to providing the services requested herein that have occurred within the last three (3) years. Also indicate if your firm has been debarred or suspended from bidding or proposing on a procurement project by any government entity during the last five (5) years.

Raftelis has been joined as a third-party defendant in a lawsuit filed by local developers against the Town of Fuquay-Varina, North Carolina. The subject of this currently pending litigation is— development impact fees assessed by the town and developed by Raftelis. This is the only legal case in which Raftelis has been joined as a party in the history of our firm. Raftelis intends to vigorously defend the allegations and claim.

19. Disclosure of Conflict of Interest

VENDOR SHALL DISCLOSE BELOW, TO THE BEST OF HIS OR HER KNOWLEDGE, ANY CITY OF KALAMAZOO OFFICER OR EMPLOYEE, OR ANY RELATIVE OF ANY SUCH OFFICER OR EMPLOYEE, WHO IS AN OFFICER, PARTNER, DIRECTOR, OR PROPRIETOR OF, OR HAS A MATERIAL INTEREST IN THE VENDOR'S BUSINESS OR ITS PARENT COMPANY, ANY SUBSIDIARY, OR AFFILIATED COMPANY, WHETHER SUCH CITY OFFICIAL OR EMPLOYEE IS IN A POSITION TO INFLUENCE THIS PROCUREMENT OR NOT.

Name

Relationship

N/A

I hereby certify that all the information provided is true and answered to the best of my ability.

Signed: Catherine Tuck Parrish Name: Catherine Tuck Parrish
 Type or Print

Title: Senior Vice President Date: May 20, 2025

LARA Corporations Online Filing System

Department of Licensing and Regulatory Affairs

ID Number: 801994975

[Request certificate](#)[Return to Results](#)[New search](#)

Summary for: RAFTELIS FINANCIAL CONSULTANTS, INC.

The name of the FOREIGN PROFIT CORPORATION: RAFTELIS FINANCIAL CONSULTANTS, INC.

The name used to transact business in Michigan: RAFTELIS FINANCIAL CONSULTANTS, INC.

Entity type: FOREIGN PROFIT CORPORATION

Identification Number: 801994975 Old ID Number: 60789F

Date of Qualification in Michigan: 11/30/2016

Incorporated under the laws of: the state of North Carolina

Purpose:

Term: Perpetual

Most Recent Annual Report: 2025

Most Recent Annual Report with Officers & Directors: 2024

The name and address of the Resident Agent:

Resident Agent Name: CSC-LAWYERS INCORPORATING SERVICE (COMPANY)

Street Address: 3410 BELLE CHASE WAY, STE 600

Apt/Suite/Other:

City: LANSING

State: MI

Zip Code: 48911

Registered Office Mailing address:

P.O. Box or Street Address: 3410 BELLE CHASE WAY, STE 600

Apt/Suite/Other: SUITE 1400

City: LANSING

State: NC

Zip Code: 48911

The Officers and Directors of the Corporation:

Title	Name	Address
PRESIDENT	PEIFFER A. BRANDT	227 WEST TRADE STREET SUITE 1400 CHARLOTTE, NC 28202 USA
TREASURER	CHRISTINE MCINTYRE	227 WEST TRADE STREET SUITE 1400 CHARLOTTE, NC 28202 USA
SECRETARY	CHRISTINE MCINTYRE	227 WEST TRADE STREET SUITE 1400 CHARLOTTE, NC 28202 USA
DIRECTOR	THIERRY BOVERI	341 N. MATTLAND AVENUE SUITE 300 MATTLAND, NC 32751 USA
DIRECTOR	JOHN MASTRACCHIO	40 BRITISH AMERICAN BLVD FLOOR 2 LATHAM, NY 12110 USA
DIRECTOR	LAURA BOWLES	855 MUSEUM DRIVE CHARLOTTE, NC 28207 USA
DIRECTOR	MICHELLE FERGUSON	3752 SAINT MARKS ROAD DURHAM, NC 27707 USA

DIRECTOR	ANDRE POWELL	16219 MILLSFORD CT CHARLOTTE, NC 28277 USA
DIRECTOR	BERNARD BURNS	1605 MYERS PARK DR CHARLOTTE, NC 28207 USA
DIRECTOR	BART KREPS	227 W TRADE ST, SUITE 1400 CHARLOTTE, NC, NC 28202 USA
DIRECTOR	HENRIETTA LOCKLEAR	1009 BURCHWOOD AVE NASHVILLE, MI 37216 USA
DIRECTOR	ELAINE V CONTI	227 W TRADE ST, SUITE 1400 CHARLOTTE, NC, NC 28202 USA

Acts Subject To: 284-1972 Business Corporation Act

Total Authorized Shares	Shares Attributable to Michigan	Most Recent Apportionment %	Year Ending
10,000,000	60,000	0%	2023

View filings for this business entity:

ALL FILINGS

ANNUAL REPORT/ANNUAL STATEMENTS
 CERTIFICATE OF CORRECTION
 CERTIFICATE OF CHANGE OF REGISTERED OFFICE AND/OR RESIDENT AGENT
 RESIGNATION OF RESIDENT AGENT
 CERTIFICATE OF ASSUMED NAME

[View filings](#)

Comments or notes associated with this business entity:

[LARA FOIA Process](#) [Transparency](#) [State Web Sites](#)

[Michigan.gov Home](#) [ADA](#) [Michigan News](#) [Policies](#)

NOT APPLICABLE**CITY OF KALAMAZOO – REQUEST FOR PROPOSALS
Executive Search Services – City Manager**Page 7
Proposal Reference #: 91865-018.0**CITY OF KALAMAZOO
LOCAL PREFERENCE POLICY AND CERTIFICATION**

The lowest responsive Kalamazoo County bidder whose bid is not low but falls within 2% of the lowest responsive bid is afforded the opportunity to become the successful bidder if it agrees to reduce its bid to match the lowest responsive bid. The City of Kalamazoo is the sole determiner whether a bidder is responsible, qualifies as a Kalamazoo County bidder, and if its bid is responsive to the City's specifications, terms, and conditions.

If the lowest Kalamazoo County bidder chooses not to match the lowest bid, the next lowest responsive Kalamazoo County bidder whose bid falls within 2% of the lowest bid, is given the opportunity to match the lowest responsive bid.

To qualify as a Kalamazoo County bidder, the bidder must meet both the following criteria:

1. Have a physical presence in Kalamazoo County by maintaining a permanent office, factory, or other facility in Kalamazoo County with employees working in Kalamazoo County.
2. Have paid real or personal property taxes related to said business to the City of Kalamazoo, County of Kalamazoo, or other municipal corporation within Kalamazoo County in the previous tax year, except that a non-profit entity need not meet this requirement.

This local preference policy applies only to purchases for materials, supplies, capital outlay, and services for maintenance, repair or operation of City facilities that are over \$25,000. If more than 50% of the contract is sub-contracted to firms located outside of Kalamazoo County that bid does not qualify for the local preference policy outlined above. The local preference policy will not apply if prohibited by law. The Purchasing Agent has the authority to finally determine if the bidder qualifies as a Kalamazoo County bidder as set forth herein. The Purchasing Agent may take into account the permanency of the business in Kalamazoo, and whether the business appears to be claiming to be a Kalamazoo County business solely or primarily to qualify as a Kalamazoo County business under this Resolution, and any other material factors.

CERTIFICATION

If you qualify as a Kalamazoo County bidder and wish to be considered for the local preference provisions as provided above, please certify that fact by providing the information requested below and attesting to its accuracy.

Firm Name: _____

Street Address of Business: _____

City, State, and Zip Code: _____

Number of employees working in Kalamazoo County: _____

Name the city or township to which business real and/or personal property taxes are paid or provide non-profit status: _____

The above information is accurate: _____

Signature: _____ Date: _____

Title: _____

Revised April 2008

CITY OF KALAMAZOO – REQUEST FOR PROPOSALS
Executive Search Services – City Manager

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CITY OF KALAMAZOO EX-OFFENDER POLICY CHECKLIST

As part of the City's commitment to reducing unacceptable poverty, encouraging rehabilitation, reducing recidivism, and strengthening families in Kalamazoo, the City has updated its Purchasing Policy to ensure that firms with whom the City does business share in this commitment by utilizing hiring practices that do not unfairly deny people with arrest and conviction records gainful employment. *(Important: This requirement also extends to any subcontractors the bidder intends to use to fulfill the contract for goods or services being sought from the City.)*

Part I: Proof that the bidder does not inquire about an individual's past arrest or criminal history on the bidder's employment application form

- ☒ Attach a copy of the current application for employment being used by the bidder

Part II: Certification that the bidder does not use an individual's past arrest or criminal history to unlawfully discriminate against them by checking *one or more* of the following:

- ☐ That pursuant to federal or state law bidder is precluded from hiring persons with certain criminal records from holding particular positions or engaging in certain occupations by providing a cite to the applicable statute or regulation; if checking this box, provide a citation to the applicable statute or rule upon which the bidder is relying: _____
- ☒ That bidder conducts criminal history background checks only as necessary, and only after making a conditional offer of employment; that any withdrawal of an offer of employment to an individual because of a past criminal history is job-related and consistent with business necessity after the individual has been provided an individualized assessment opportunity to review and challenge or supplement the history of past criminal conduct being relied upon by the bidder;
- ☒ That the use by bidder of criminal history background checks complies with the U.S. Equal Employment Opportunity Commission's Enforcement Guidance on the Consideration of Arrest and Conviction Records in Employment Decisions and that the bidder has not had a determination rendered against it in past 7 years that it discriminated against a person through the use of an individual's arrest or criminal history

I CERTIFY THAT THE ABOVE STATEMENTS ARE TRUE.

May 20, 2025
 Date


 Signature

Catherine Tuck Parrish
 Printed Name

Senior Vice President
 Position



Applicant Information

Are you legally eligible for employment in the United States? (Proof of identity and eligibility will be required upon employment)	Yes	No
---	-----	----

Position Information

Desired Base Salary: \$

References

Full Name:		Relationship:	
Company:		Phone:	
Full Name:		Relationship:	
Company:		Phone:	
Full Name:		Relationship:	
Company:		Phone:	

Education		Yes	No
1	High school or less	10.0	10.0
2	Some college	10.0	10.0
3	Bachelor's degree	10.0	10.0
4	Master's degree	10.0	10.0
5	PhD	10.0	10.0

Other: _____ Did you graduate? _____

Degree: _____

Previous Employment, including U.S. Military Service

Company: _____

Supervisor: _____ Supervisor Phone: _____

Job Title: _____

Responsibilities: _____

From: _____ To: _____ Reason for Leaving: _____

May we contact your previous supervisor for a reference? Yes No

Company: _____

Supervisor: _____ Supervisor Phone: _____

Job Title: _____

Responsibilities: _____

From: _____ To: _____ Reason for Leaving: _____

May we contact your previous supervisor for a reference? Yes No

Company: _____

Supervisor: _____ Supervisor Phone: _____

Job Title: _____

Responsibilities: _____

From: _____ To: _____ Reason for Leaving: _____

May we contact your previous supervisor for a reference? Yes No

Have you signed or are you bound by an employment or other agreement that contains non-competition or non-solicitation provisions? Yes No

Is there any agreement to which you are a party that might limit your right to serve clients for Raftelis? Yes No

If you answered "Yes" to either question, please provide us with a copy of such agreement or agreements.

Equal Employment Opportunity Statement

Raftelis is an equal opportunity employer and complies with all federal, state, and local fair employment practices laws. Raftelis strictly prohibits and does not tolerate discrimination against employees, applicants, or any other covered persons because of race, color, religion, creed, national origin or ancestry, gender identity, sexual orientation, marital status, sex (including pregnancy), age, disability, past, current, or prospective service in the uniformed services, or any other characteristic protected under applicable federal, state, or local law. All Raftelis employees, other workers, and representatives are prohibited from engaging in unlawful discrimination. This policy applies to all terms and conditions of employment, including, but not limited to, hiring, training, promotion, discipline, compensation, benefits, and termination of employment.

Applicant's Certification and Agreement

I hereby certify that the facts set forth in the above employment application are true and complete to the best of my knowledge and authorize Raftelis Financial Consultants, Inc. to verify their accuracy and to obtain reference information on my work performance. I hereby release Raftelis Financial Consultants, Inc. from any/all liability of whatever kind and nature which, at any time, could result from obtaining and having an employment decision based on such information.

I understand that, if employed, falsified statements of any kind or omissions of facts called for on this application shall be considered sufficient basis for dismissal.

I understand that should an employment offer be extended to me and accepted that I will fully adhere to the policies, rules and regulations of employment of the Employer. However, I further understand that neither the policies, rules, regulations of employment or anything said during the interview process shall be deemed to constitute the terms of an implied employment contract. I understand that any employment offered is for an indefinite duration and at will and that either I or the Employer may terminate my employment at any time with or without notice or cause.

Signature: _____ Date: _____

CITY OF KALAMAZOO – REQUEST FOR PROPOSALS
Executive Search Services – City Manager

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Proposal Reference #: 91865-018.0

I hereby state that all the information I have provided is true, accurate and complete. I hereby state that I have the authority to submit this proposal which will become a binding contract if accepted by the City of Kalamazoo. I hereby state that I have not communicated with nor otherwise colluded with any other proposer, nor have I made any agreement with nor offered/accepted anything of value to/from an official or employee of the City of Kalamazoo that would tend to destroy or hinder free competition.

The firm's identification information provided will be used by the City for purchase orders, payment and other contractual purposes. If the contractual relationship is with, or the payment made to, another firm please provide a complete explanation on your letterhead and attach to your bid. Please provide for accounts payable purposes:

Tax Identification Number (Federal ID): 20-1054069

Remittance Address: PO Box 96261, Charlotte, NC 28296-6261

Financial Contact Name: Christine McIntyre Financial Contact Phone Number: 980.279.5699

Financial Contact Email Address: cmcintyre@raftelis.com

I hereby state that I have read, understand, and agree to be bound by all terms and conditions of this proposal document.

SIGNED: Catherine Tuck Parrish NAME: Catherine Tuck Parrish
 (Type or Print)

TITLE: Senior Vice President DATE: May 20, 2025

FIRM NAME: Raftelis Financial Consultants, Inc.
 (If any)

ADDRESS: 19 Garfield Place, Suite 500 Cincinnati OH 45202
 (Street address) (City) (State) (Zip)

PHONE: 513.221.0500 FAX: 828.484.2442

EMAIL ADDRESS: ctuckparrish@raftelis.com

FOR CITY USE ONLY - DO NOT WRITE BELOW