



M E M O

DATE: April 27, 2016
TO: Mayor Nation and Members of Chesterfield City Council
FROM: James Mello, Management Analyst
RE: City Administrator National Search Options

In anticipation of the conversation expected to take place at the April 28, 2016 special meeting of Council regarding how to proceed with filling the City Administrator vacancy, I have reviewed documents submitted by two executive search firms that specialize in filling governmental positions. These submissions, including draft proposals, have been included in the attached packet for your review.

From the information provided, along with my additional research and understanding of the executive search process, costs can range from \$25,000 to \$35,000 and can take anywhere from four to ten months to complete. The executive search process itself can be conducted in a minimum of 12 weeks, but that time is exclusive of:

- Solicitation of executive search firms by the City of Chesterfield
- One week to finalize the drafted RFP, which has been included in the packet for your consideration.
- Two weeks for firms to receive, prepare proposals, and formally respond to the City's request.
- One week for the City to receive, evaluate, make recommendation and obtain authorization from Council to enter into a professional services contract.
- Final interview and selection by City.
- Negotiations with finalist.
- Delays due to availability of Council, candidates, and travel.
- 30 – 60 days for successful candidates notice of resignation.

Staff has transferred the sequential task processes to a calendar such that a timeline could be readily identified. The calendar is attached hereto for your convenience. In summary, **a complete nationwide search would yield a new City Administrator immediately prior to the Thanksgiving holiday.** Again, please note, the actual timeline experience is significantly impacted by the availability of council, availability of the candidates, holidays, and travel arrangements.

Mr. Ron Holifield, Chief Executive Officer of SGR, the second largest governmental search firm in the country, has offered to be available for phone conference at 5:45 pm during Thursday's special meeting of Council. Mr. Gary Holland, also with SGR,

successfully performed the executive search for the City of Ballwin last year. Although staff initially conversed with Mr. Holland, he is unavailable for travel due to a broken foot.

Mr. Holifield, as well as Mr. Gary Holland, have spoken with Staff extensively about the search process and expressed concerns about any search process in which there exists any internal candidate. Their belief is that the candidate pool will be seriously diluted, as top notch external candidates will not risk application under those circumstances. I recommend that Council discuss this issue directly with Mr. Holifield, as he has made himself available.

Accordingly, **SGR has recommended and suggested a hybrid approach, specifically, a readiness assessment.** The readiness assessment includes the full first phase of a complete search, including the development of the position profile, individual interviews with elected staff, direct reports to the City Administrator, and other identified community stakeholders. After which, the internal candidate is tested, interviewed, and assessed through a series of mechanisms. SGR then compares those results with the candidate pool of similar nationwide searches, and makes a determination as to whether or not the City of Chesterfield would fare better by proceeding with the remainder of a full search, or they determine that the internal candidate is not only viable but recommended based on the battery of tests, interviews, nationwide candidate pool, and their professional judgement. A summary of the "Readiness Assessment" has been included in the information provided.

As proposed, a "Readiness Assessment" would take approximately two to three weeks to complete at a cost of, by my estimation based on the information provided, \$7,000 to \$9,000, all inclusive.

REQUEST FOR PROPOSALS CITY ADMINISTRATOR SEARCH

The City of Chesterfield, Missouri is seeking proposals from firms to conduct a national search to recruit individuals interested in filling the current City Administrator vacancy. In order to be considered, Proposals must address each of the concerns requested in this document.

Proposals must be received no later than 5 P.M. local time on ?????? at:

City Hall
Office of the City Clerk
690 Chesterfield Parkway West
Chesterfield, MO 63017

Introduction:

The City of Chesterfield is a 3rd Class City that was incorporated in 1988 and has a Mayor/Council/City Administrator form of government. The City of Chesterfield has a population of 47,484, covers approximately 32 square miles, and has public works, police, parks, recreation and arts services, administrative, and community development services. The City of Chesterfield employs 231 full-time employees, 4 part-time employees, and 62 seasonal employees and has an annual budget in FY2016 of approximately \$36.8 million.

The City of Chesterfield has won numerous awards including the Distinguished Budget Presentation Award and the Certificate of Achievement for Excellence in Financial Reporting, as well as internationally accredited Police and Public Works Departments and a nationally accredited Parks Department. In 2015, the City of Chesterfield was named the one of the 50 Best Suburbs in America by Business Insider.

Scope of Services/Description of Responsibilities:

The applying firm or individual will collaborate with the Mayor, City Council, and City Staff to carry out a national search which may include, but is not limited to:

- Developing a candidate profile
- Advertising the position nationally
- Directly soliciting potential candidates
- Reviewing initial candidates with a committee of the Mayor and Council
- Present a written report on background, strengths, accomplishments, video interviews, and reference lists on each recommended finalist
- Facilitate the final interview process, including suggested interview questions
- Coordinate psychological assessments
- Assist the City with negotiating a contract

- Coordinate all correspondence, travel arrangements and record keeping associated with the national search
- Conduct detailed professional reference checks on recommended finalists as requested

Expectations:

- The City of Chesterfield expects that the successful respondent will develop a comprehensive position profile based on meetings with the Mayor, Councilmembers, City Staff, and other stake holders as requested.
- The City of Chesterfield expects the successful respondent to review the current compensation and offer any recommended changes, if necessary, based on current market and competitive conditions.
- The City of Chesterfield expects the successful respondent to develop a national marketing strategy that utilizes professional contacts and supplement candidate identification process through targeted advertising, use of the internet, and direct solicitation of potential, desirable candidates.
- The City of Chesterfield expects the successful respondent to develop and implement a screening process that narrows the field of candidates to those that mirror the needs of the City, including discussing results of preliminary reference checks, conducted by the successful respondent, of the top candidates. The extent of screening to be conducted will be determined by the Mayor and City Council.
- The City of Chesterfield expects the successful respondent to conduct personal interviews with the top candidates that meet the stated criteria. These interviews may need to be audio and/or video recorded for later review by the Mayor and City Council.
- The City of Chesterfield expects the successful respondent to conduct criminal, driver's, credit and other relevant background checks as requested by the Mayor and City Council.
- The City of Chesterfield expects the successful respondent to deliver a product in the form of a report that recommends a group of top candidates and provides the City with detailed information about their backgrounds and experience derived from interviews and other research.
- The City of Chesterfield expects the successful respondent to assist during the final interview process and the selection process, including developing suggested interview questions.
- The City of Chesterfield expects the successful respondent assist, as requested by the Mayor and Council, in negotiating a total compensation package with the desired candidate.
- The City of Chesterfield expects the successful respondent to assist in establishing a process for the national search, including a timeline for various actions during the recruitment process.

City Responsibilities:

The Co-Interim City Administrators, City Attorney, Employee Services Administrator, and other members of City Staff will be available to assist in coordinating the national search process, including scheduling meetings, facilitating interviews, providing recruitment information, benefit package information, etc.

Experience Requirements:

Each respondent shall need to demonstrate that, within the past thirty-six (36) months, have worked with a public entity similar to the City of Chesterfield to conduct an executive recruitment. Additionally, respondents shall have, within the past twenty-four (24) months, have successfully placed at least one (1) executive candidate with a public governmental entity or similar entity.

Response Firm and Content:

1. Title page – Indicate the proposal subject, name of firm, local address, telephone number, name of contact person, and date of submittal.
2. Introduction – Briefly introduce your firm, indicating whether the firm is local, regional, national, or international. Please provide a profile of the firm including, but not limited to, the approximate number of professional staff employed. Indicate the name of the person(s) who will be authorized to make representation for and to bind the firm, their titles, and telephone numbers.
3. Information included in the response shall include, but not be limited to:
 - a. Briefly state your understanding of the work to be performed. Include, but do not limited your response to, the specific items outlined in the *Scope of Work* section above.
 - b. Describe the experience of the firm in the past thirty-six (36) months in performing similar services. Particular emphasis should be placed on recruitments performed for municipalities of similar size and service levels.
 - c. Describe your proposed strategy to complete the recruitment, including a general statement of the philosophy of the firm.
 - d. Provide the names and telephone numbers of at least five (5) clients for whom your firm has worked. The City of Chesterfield reserves the right to contact any additional individuals or firms to obtain information about the respondent.
 - e. Indicate the names and titles, and include the resume(s), of the person(s), who will be working on this project. A response to this requirement should include all relevant contact information such as telephone number, e-mail address, web address, and fax number.
 - f. Provide a detailed description of how the national recruitment is to be conducted.
 - g. Include any additional information for the consideration of your firm's qualifications for conducting this search.
 - h. Discuss the general nature and extent of benefits that the City of Chesterfield is reasonably likely to experience as a result of these services.

- i. Provide a copy of a previous position profile your firm has completed which you feel has similarity to the position with the City of Chesterfield.
- j. Provide a copy of a previous search report your firm has completed for another client similar to the City of Chesterfield.
- k. A non-binding general indication (or range) of the cost of the service.
- l. A complete description of the fee structure of the firm. The fee structure shall be included in a separate, sealed envelope. Only the fee structure envelope of the successful respondent will be opened.
- m. Provide a detailed timeline for each defined phase of the work, and identify expectations or circumstances that could negatively impact the work schedule.

Submission of Responses:

- Acceptance/Rejection/Modification to Responses – The City of Chesterfield reserves the right to negotiate modifications to proposals that it deems acceptable, reject any proposals, and to waive informalities or irregularities in a proposal or in the proposal process. The City reserves the right to split or make the award in any manner deemed most advantageous to the City at its sole and exclusive discretion.
- Economy of Preparation – Statements of Qualification should be prepared simply and economically, providing a straight forward, concise description of the respondent's ability to fulfil the requirements of the project.
- Cost of Preparation – The City of Chesterfield shall not be liable for any costs incurred by a respondent in preparing or submitting a proposal.
- Ownership - Submitted materials become the property of the City of Chesterfield and will not be returned.
- Public Records – Submitted responses and any agreement or other documents become public records that are subject to review and copying by any person making an appropriate request for public records.

Due Date:

Complete proposals shall be received by the City's Management Analyst, via e mail, not later than 5:00 P.M., Friday May 19th, 2016. Proposals will not be accepted after this time. Proposals shall be accepted at the following address:

jmello@chesterfield.mo.us

Questions regarding this Request for Proposal may be directed to:

James Mello
Management Analyst
City of Chesterfield
690 Chesterfield Parkway West
Chesterfield, MO 63017
636-537-4713

Withdrawal from Consideration:

A respondent may withdraw its statement of qualifications at any time prior to the submission deadline by submitting an e-mail request for withdrawal to James Mello, Management Analyst. Modifications offered in any manner, oral or written, will not be considered after the deadline.

Selection process:

1. A Selection Committee will review all proposals and evaluate them based upon, but not limited to, the following criteria:
 - a. Responsiveness of the proposal to the Request for Qualifications.
 - b. Ability, capacity, and skill of the respondent to perform the services.
 - c. Responses of the respondent's references.
 - d. Methodology for conducting the recruitment.
 - e. Experience of the respondent and individual members of the respondent's professional staff in performing similar services for public sector entities.
 - f. The sufficiency of financial resources and ability of the respondent in performing the contract.
 - g. The firm's capability to meet the Scope of Work.
 - h. The Schedule proposed to complete the process.
 - i. The qualifications of the supervisory personnel proposed for the project.
 - j. Other information as may be required or secured.
2. The Selection Committee will first review each proposal for compliance with the minimum of qualifications and mandatory requirements for the Request for Qualifications. Failure to comply with any mandatory requirements may disqualify a proposal. The Committee may request one or more respondents to interview by telephone or in person.
3. The Selection Committee will make a recommendation to the City Council, who may accept or deny the recommendation. The recommended respondent(s) should be available to engage in a conference telephone call or attend a City Council meeting, or both, to respond to questions from the Mayor and City Council.
4. The Selection Committee shall notify unsuccessful respondents as soon as practicable, by e-mail.

Conditions of Responses:

1. Late statements – Proposals received by the City after the time specified for receipt will not be considered. Respondents shall assume full responsibility for timely delivery of the proposal to the designated for receipt.
2. Completeness – All information required by the Request for Proposals must be supplied to constitute a legitimate Proposal.
3. Opening – All Proposals will be maintained internally until after the deadline for receipt. A listing of firms or individuals submitting such statements will not be made available until after the opening deadline.

4. Request for Proposals Clarification Request – During the period of evaluation, the City of Chesterfield shall have the right to request clarification from the respondents. If any such respondent fails to respond to such a request within forty-eight (48) hours from the time and date of the request, the City of Chesterfield shall have the right to reject the proposal.
5. Completion of Project – It is the City’s goal to have this project completed as expeditiously and professionally as practicable. Time, and a realistic project schedule is a critical component in the selection of proposals.
6. Contract Development – If the City selects a firm, City Staff will conduct contract discussions and negotiations with the apparent successful respondent. This Request for Proposals and the respondent’s successful statement will be an integral part of the contract, but may be modified by the provisions of the contract. Respondents must be amenable to including in the contract any information provided either in response to this Request for Qualifications or other requested information. A draft Agreement for Professional Services is attached in Appendix A. Please note Article VI. of the draft agreement relating to costs and payment.
7. Completion – It is the City’s Intent that this Request for Proposals permit competition. It shall be the respondent’s responsibility to advise the City, in writing, if any language, requirements, scope specifications, etc., or any combinations thereof, inadvertently restricts or limits the requirements stated in this Request for Proposals to a single source. Such notification must be received by the City no later than five (5) calendar days prior to the date set for acceptance of proposals.

APPENDIX "A"

**AGREEMENT
FOR PROFESSIONAL CONSULTING SERVICES**

THIS AGREEMENT, dated this _____ day of _____, 2016 by and between the City of Chesterfield, Missouri, whose address is 690 Chesterfield Parkway West, Chesterfield, MO 63017 hereinafter referred to as the "City" and _____, whose address is _____, hereinafter referred to as the "Consultant", is for professional services.

WHEREAS, the City desires to retain a professional consulting firm to provide services for the selection and recruitment of a new City Administrator; and

NOW, THEREFORE, WITNESSETH: That for and in consideration of the mutual covenants and promises between the parties hereto, the parties do hereby agree as follows:

ARTICLE I - SERVICES

Consultant agrees to diligently perform in a professional and workmanlike manner the services required to conduct an executive search for qualified candidates to fill the position of City Administrator for the City of Chesterfield. Such services shall include, but not be limited to, the requirements enumerated in Section II., Scope of Services, of the City's Request for Proposals.

ARTICLE II - AGREEMENT DOCUMENTS

The services rendered by Consultant shall be in conformance with the terms of this Agreement, City's Request for Proposals (RFP) which is incorporated herein by reference and attached hereto as "Appendix A", and Consultant's response attached hereto as "Appendix B". If the provisions of any Agreement document conflict with the provisions of any other Agreement document, either specifically or as to intent, the provision which allows the most strict construction shall control.

ARTICLE III - AGREEMENT TIME

This Agreement becomes effective on the day and year last shown below. Work shall commence no later than one (1) week from the Agreement date. The search shall be deemed completed when the successful candidate begins employment as City Administrator for the City of Chesterfield.

Both parties shall have the right to terminate this Agreement upon ten (10) days' prior written notice by Certified Mail, Return Receipt Requested, to the address mentioned above. Upon termination, the obligation of the parties for further

performance of the terms of this Agreement shall thereupon cease, but they shall not be relieved of the duty to perform their obligations up to the date of termination.

ARTICLE IV - GENERAL CONDITIONS

1. The Consultant shall observe and comply with all federal, state, and local laws and ordinances that affect those employed or engaged by it on the project, or the material or equipment used, or the conduct of the work, and shall procure all necessary licenses, permits, and insurance.
2. The Consultant shall prosecute the work in a diligent and timely manner.
3. This Agreement, including payment hereunder, shall not be sub-let, assigned, or otherwise disposed of, except with the prior written consent of the City.
4. The Consultant warrants that it has not employed or retained any company or person, other than a bona fide employee working solely for the Consultant, to solicit or secure this Agreement and that it has not paid or agreed to pay any company or person, other than a bona fide employee working solely for the Consultant, any fee, commission, gift, or contingent fee.
5. In performance of the work covered by this Agreement, the Consultant shall not discriminate against any worker because of race, creed, color, political affiliation, handicap, or national origin.
6. Possession of working papers, project reports, and other materials produced in connection with this Agreement shall be retained by the Consultant. Consultant shall provide copies for City of such records upon request. All information provided by the City of Chesterfield to Consultant shall remain confidential. All candidate information provided to the City of Chesterfield shall remain confidential. However, Consultant understands and agrees that the City of Chesterfield is a public governmental body as defined under Chapter 610, RSMo., and as such, any records in the possession of the City may be open to the public. Consultant understands and agrees that City shall not be liable for the release of any such records as required by law.
7. City shall have the right to make changes within the general scope of Consultant's services, with an appropriate change in compensation, upon execution of a mutually acceptable amendment or change order signed by an authorized representative of City and the President or Vice-President of Consultant.

ARTICLE V - RESPONSIBILITIES

The Consultant shall:

1. Provide staff that is experienced in performing the work described in this Agreement.

2. Maintain the confidentiality of any information designated as confidential by the City of Chesterfield.

3. Consultant will exercise reasonable skill, care, and diligence in the performance of its services and will carry out its responsibilities in accordance with customarily accepted good professional recruitment practices. If Consultant fails to meet the foregoing standards, Consultant will perform at its own cost, and without additional reimbursement from City, the professional recruitment services necessary to correct errors and omissions caused by Consultant's failure to comply with above standards and reported to Consultant within one (1) year from the completion of Consultant's services for this Project. No warranty, express or implied, is included in this Agreement except as provided below.

4. In no event will Consultant be liable for any special, indirect, or consequential damages including, without limitation, damages or losses in the nature of increased Project costs, loss of revenue or profit, lost production, claims by customers of the City, or governmental fines or penalties.

The City shall:

1. Designate one (1) person as the Project Coordinator, to serve as a liaison between the City and the Consultant.

2. Ensure access to City facilities, personnel, and information, as requested by Consultant.

3. Maintain the confidentiality of all candidate information provided to the City by the Consultant to the extent provided by law.

ARTICLE VI - COSTS AND PAYMENTS

The City will be billed by invoice for professional time and services provided by Consultant in an amount not to exceed _____ (\$XXX) to be remitted as follows: (a) one-third (1/3rd) of the amount will be due upon the execution of this Agreement; (b) one-third (1/3rd) of the fee will be due within thirty (30) days after execution of this Agreement; and (c) the final one-third (1/3rd) of the fee will be due upon the completion of hiring a candidate or within ninety (90) days of the date first written below. The City also agrees to pay out-of-pocket expenses incurred by the Consultant or candidates, upon the condition that the City has given written approval of said expenses before they are incurred.

ARTICLE VII - WARRANTY

In the event that any candidate referred by Consultant begins employment and for which a professional fee is paid in accordance with Article V of this Agreement, and is

thereafter discharged, terminated, or voluntarily quits said employment within one (1) year of his/her start date, Consultant agrees to search for a replacement candidate or search for a candidate for a different position for the City of Chesterfield at no additional fee.

ARTICLE VIII - INDEMNIFICATION AND INSURANCE

The Consultant covenants and agrees to, and does hereby hold harmless and defend the City, its officers, agents and employees from and against any and all claims or suits for property loss or damage, and/or personal injury, including death, to any and all persons, of whatsoever kind or character, whether real or asserted, arising out of Consultant's negligence in the performance of services under this Agreement. The Consultant shall maintain workers' compensation insurance as required by Missouri law, and shall maintain a policy of general liability insurance.

ARTICLE IX - MISCELLANEOUS

1. CHOICE OF LAW. This Agreement has been made, and its validity, performance and effect shall be determined, in accordance with the laws of the State of Missouri and venue for litigation between the parties shall be solely and exclusively in St. Louis County, Missouri, or the United States District Court for the Eastern District of Missouri.
2. HEADINGS. The headings of paragraphs in this Agreement are for convenience only. The headings form no part of this Agreement and shall not affect its interpretation.
3. ENTIRE AGREEMENT. This Agreement (including any Exhibits) contains the entire understanding of the parties with respect to the subject matter hereof. It may not be altered or amended except by an agreement in writing signed by both parties.
4. WAIVER OR BREACH. Waiver of any provision of this Agreement or breach of this Agreement shall not thereafter be deemed to be a consent by the waiving party to any further waiver, modification or breach by the other party, whether new or continuing, of the same or any other covenant, condition or provision of this Agreement. Failure by one of the parties to this Agreement to assert its rights for any breach of this Agreement shall not be deemed a waiver of such rights. Should City be required to institute legal action to enforce any of its rights set forth in this Agreement, then City shall be entitled to reimbursement for all reasonable attorneys' fees and costs incurred as determined by the Court in any such cause of action.
5. SEVERABILITY. If any of the provisions of this Agreement shall be construed to be invalid or illegal, the legality or validity of the other provisions of this Agreement shall not be affected thereby. Any illegal or invalid provision of this Agreement shall be severable and any other provisions shall remain in full force and effect.

6. REPRESENTATIONS. The signatories hereto represent and warrant that they have read this Agreement, that they are fully authorized in the capacities shown, that they understand the terms of this Agreement, and that they are executing the same voluntarily and solely for the consideration described herein.

7. RIGHTS AND BENEFITS. Consultant's services will be performed solely for the benefit of the City and not for the benefit of any other persons or entities.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement as of the date first written above.

FOR THE CONSULTANT

FOR THE CITY

Attest:

Attest:

Secretary

Vickie Haas, City Clerk

APPROVED AS TO FORM:

Christopher Graville, Interim
City Attorney

April 2016

April 2016							May 2016						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
					1	2	1	2	3	4	5	6	7
3	4	5	6	7	8	9	8	9	10	11	12	13	14
10	11	12	13	14	15	16	15	16	17	18	19	20	21
17	18	19	20	21	22	23	22	23	24	25	26	27	28
24	25	26	27	28	29	30	29	30	31				

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Mar 27	28	29	30	31	Apr 1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28 5:00pm Special Meeting of City Council to discuss options	29	30

May 2016

May 2016							June 2016						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7				1	2	3	4
8	9	10	11	12	13	14	5	6	7	8	9	10	11
15	16	17	18	19	20	21	12	13	14	15	16	17	18
22	23	24	25	26	27	28	19	20	21	22	23	24	25
29	30	31					26	27	28	29	30		

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
May 1	2 Best Case, distribute RFP's to firms, set deadline for response 7:00pm City Council Meeting	3	4	5 5:30pm PPW Meeting	6	7
8	9	10	11	12	13	14
15	16 7:00pm City Council meeting	17	18	19 RFP's Due from identified firms 5:30pm PPW Meeting	20	21
22	23	24	25	26 Complete evaluation of RFP's and make recommendation for contract	27	28
29	30 Memorial Day	31	Jun 1	2	3	4

June 2016

June 2016							July 2016						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
5	6	7	8	9	10	11	3	4	5	6	7	8	9
12	13	14	15	16	17	18	10	11	12	13	14	15	16
19	20	21	22	23	24	25	17	18	19	20	21	22	23
26	27	28	29	30			24	25	26	27	28	29	30
							31						

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
May 29	30	31	Jun 1	2	3	4
5	6 <div style="background-color: #4a7ebb; color: white; padding: 2px;">Authorize Contract with Search Firm</div> <div style="background-color: #92d050; padding: 2px;">7:00pm City Council</div>	7	8	9 <div style="background-color: #92d050; padding: 2px;">5:30pm PPW Meeting</div>	10	11
12	13 <div style="background-color: #4a7ebb; color: white; padding: 2px;">Search firm mobilize and begin 12 week process</div>	14	15	16	17	18
19	20 <div style="background-color: #4a7ebb; color: white; padding: 2px;">end of week 1 of 12</div>	21	22	23 <div style="background-color: #92d050; padding: 2px;">5:30pm PPW Meeting</div>	24	25
26	27 <div style="background-color: #4a7ebb; color: white; padding: 2px;">end of week 2 of 12</div>	28	29	30	Jul 1	2

July 2016

July 2016							August 2016						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
					1	2	7	1	2	3	4	5	6
3	4	5	6	7	8	9	7	8	9	10	11	12	13
10	11	12	13	14	15	16	14	15	16	17	18	19	20
17	18	19	20	21	22	23	21	22	23	24	25	26	27
24	25	26	27	28	29	30	28	29	30	31			
31													

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Jun 26	27	28	29	30	Jul 1	2
3	4 end of week 3 of 12 Fourth of July	5	6	7	8	9
10	11 end of week 4 of 12	12	13	14	15	16
17	18 end of week 5 of 12 7:00pm City Council	19	20	21 5:30pm PPW Meeting	22	23
24	25 end of week 6 of 12	26	27	28	29	30
31	Aug 1	2	3	4	5	6

August 2016

August 2016							September 2016						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
7	1	2	3	4	5	6	4	5	6	7	1	2	3
14	8	9	10	11	12	13	11	12	13	14	15	16	17
21	15	16	17	18	19	20	18	19	20	21	22	23	24
28	22	23	24	25	26	27	25	26	27	28	29	30	

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Jul 31	Aug 1 end of week 7 of 12 7:00pm City Council	2	3	4 5:30pm PPW Meeting	5	6
7	8 end of week 8 of 12	9	10	11	12	13
14	15 end of week 9 of 12 7:00pm City Council	16	17	18 5:30pm PPW Meeting	19	20
21	22 End of week 10 of 12	23	24	25	26	27
28	29 end of week 11 of 12	30	31	Sep 1	2	3

September 2016

September 2016							October 2016						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3							1
4	5	6	7	8	9	10	2	3	4	5	6	7	8
11	12	13	14	15	16	17	9	10	11	12	13	14	15
18	19	20	21	22	23	24	16	17	18	19	20	21	22
25	26	27	28	29	30		23	24	25	26	27	28	29
							30	31					

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Aug 28	29	30	31	Sep 1	2	3
4	5 end of week 12 of 12, Firm identifies finalists, notify finalists, arrange Labor Day	6	7 7:00pm City Council	8 5:30pm PPW Meeting	9	10
11	12	13	14	15	16	17
18	19 Best case, identify best candidate and begin contract negotiations 7:00pm City Council	20	21	22 5:30pm PPW Meeting	23	24
25	26 City Council appoints new CA and approves contract 7:00pm City Council	27 new CA resigns current employment - 30 - 60 day notice provided	28	29	30	Oct 1

October 2016

October 2016							November 2016						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
						1			1	2	3	4	5
2	3	4	5	6	7	8	6	7	8	9	10	11	12
9	10	11	12	13	14	15	13	14	15	16	17	18	19
16	17	18	19	20	21	22	20	21	22	23	24	25	26
23	24	25	26	27	28	29	27	28	29	30			
30	31												

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Sep 25	26	27	28	29	30	Oct 1
2	3	4	5 7:00pm City Council	6 5:30pm PPW Meeting	7	8
9	10	11	12	13	14	15
16	17	18	19 7:00pm City Council	20 5:30pm PPW Meeting	21	22
23	24	25	26	27	28	29
30	31 EARLIEST - NEW CA BEGINS (30 DAY NOTICE)	Nov 1	2	3	4	5

November 2016

November 2016							December 2016						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5				1	2	3	
6	7	8	9	10	11	12	4	5	6	7	8	9	10
13	14	15	16	17	18	19	11	12	13	14	15	16	17
20	21	22	23	24	25	26	18	19	20	21	22	23	24
27	28	29	30				25	26	27	28	29	30	31

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Oct 30	31	Nov 1	2	3	4	5
6	7 7:00pm City Council	8	9	10 5:30pm PPW Meeting	11 Veterans Day	12
13	14	15	16	17	18	19
20	21 7:00pm City Council	22	23	24 Thanksgiving	25 Thanksgiving	26
27	28 LATEST - NEW CITY ADMINISTRATOR BEGINS	29	30	Dec 1	2	3

December 2016

December 2016							January 2017						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
	4	5	6	7	8	9	1	2	3	4	5	6	7
11	12	13	14	15	16	17	8	9	10	11	12	13	14
18	19	20	21	22	23	24	15	16	17	18	19	20	21
25	26	27	28	29	30	31	22	23	24	25	26	27	28
							29	30	31				

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
Nov 27	28	29	30	Dec 1	2	3
4	5 7:00pm City Council	6	7	8 5:30pm PPW Meeting	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23 1/2 day Holiday, Christmas Eve	24
25	26 CHRISTMAS HOLIDAY	27	28	29	30	31

Excerpted from City Code, procurement of professional services

(d) *Professional services.*

(1) *Generally.* The competitive bidding requirements of this division shall not apply to professional services, and the requirements herein shall not be required in the employment of professional services, including but not limited to physicians, attorneys, certified public accountants or planners. The Purchasing Agent is authorized and encouraged, however to require proposals from capable professionals within a required discipline, whenever time and/or circumstances warrant.

(2) *Exceptions.* The following shall be the policy and procedures for selecting architectural, engineering and land surveying services for the City.

a. *Definitions.*

1. FIRM — The term "firm" shall mean any individual, firm, partnership, corporation, association, or other legal entity permitted by law, to practice the profession of architecture, engineering, or land surveying or other professional services and provide said services.
2. ARCHITECTURAL SERVICES — The term "architectural services" shall mean those services within the scope of practice of architecture as defined by the laws of the State of Missouri, Section 327.091 RSMo., and to include landscape architects.
3. ENGINEERING SERVICES — The term "engineering services" shall mean those services within the scope of practice of engineering as defined by the laws of the State of Missouri, Section 327.181 RSMo.
4. LAND SURVEYING SERVICES — The term "land surveying services" shall mean those services as defined by the laws of the State of Missouri, Section 327.272 RSMo.
5. SELECTION COMMITTEE — The term "Selection Committee" shall mean the City Administrator, Director of Public Works and Department Head of the using Department.

b. *Roster of consultants.*

1. The City Administrator or designated staff, will maintain a roster of qualified firms interested in performing professional services for the City. Names of firms will be placed on the roster upon their request, at the request of members of the Council, or when recommended by City

Departments.

2. Each firm meeting the following minimum qualifications shall be deemed to be a qualified firm and meeting the qualifications of the City:
 - i. Duly authorized to conduct business in the State of Missouri in their particular profession.
 - ii. Professional registration by the State of Missouri.
 - iii. At least one staff professional assigned to each project. Adequacy of personnel will be determined on a contract-by-contract basis against the City's estimate of manpower required to perform the work in the desired time frame.
3. Resumes and data. Each person or firm listed on the roster shall be responsible for maintaining with the City Administrator a current resume describing his, her or its qualifications and experience. Data which shall be included is as follows:
 - i. Firm name, address, telephone numbers.
 - ii. Year established and former firm names.
 - iii. Types of services for which it is qualified.
 - iv. Names of principals of the firm and status in which they are registered.
 - v. Names of key personnel with experience of each and length of time in the organization.
 - vi. Number of staff available for assignment.
- c. *General procedures and responsibilities.*
 1. *Project initiation.* When a Department of the City identifies a project for which architectural, engineering, or land surveying services will be necessary, the Department will draft a scope of services for the specific project. This scope of services will be submitted to the City Administrator for authorization to initiate the project. The Department shall include in the scope of services the following:
 - i. A description of the work required and its objectives.
 - ii. The nature of specific tasks and services to be accomplished.
 - iii. The type and amount of assistance to be given by the Department involved.

- iv. Required time frame.
- v. Financial conditions or limitations; grant program involved.
- 2. *Expressions of interest.* The using Department will contact those firms on the roster for an expression of interest in the specific project. The request should invite comments as to the special experience in the project being considered, describe previous experience with similar projects, and the availability of the firm to provide required service within any time limitations.
- 3. *Initial screening and requests for proposals.* The expressions of interest will then be presented to the Department requesting the services for initial screening. Factors to be determined in the initial screening will include:
 - i. Specialized experience in the type of work required.
 - ii. Record of the firm in accomplishing work on other projects in the required time.
 - iii. Quality of work previously performed by the firm for the City.
 - iv. Recent experience showing accuracy of cost estimates.
 - v. Community relations including evidence of sensitivity to citizen concerns.
 - vi. Geographic location of the principal officers of the firm.

After the screening, detailed proposals will be requested from at least three (3) firms. Selection will then be made according to subsection e., "Selection."

- d. *Detailed proposals.* Firms submitting detailed proposals will provide the following information:
 - 1. Name of firm principal.
 - 2. Name of project supervisor (licensed engineer, architect, or land surveyor).
 - 3. Ability of firm to meet time schedules.
 - 4. Description of how project will be conducted.
 - 5. Cost of services.
 - 6. For various levels of the disciplines offered, the position, hourly rate, salary cost multiplier, overhead and profit multiplier.
 - 7. Outside consultants and associates usually retained.

8. List of completed projects on which the firm was principal engineer.
9. Current projects under way and estimated cost of each.
10. Data-gathering methods (if appropriate).
11. Evaluation techniques (if appropriate).

e. *Selection.*

1. Three (3) written proposals should be secured when possible. Proposals may be solicited by mail or telephone. The Selection Committee will review the proposals, interview the prospective consultant, if desirable and make a recommendation, or selection in accordance with subsection 2., "Class of Service" below.
2. Class of Service. Projects will be divided into two (2) classes as follows:

Class A. Services for projects where fees will exceed \$5,000. The Selection Committee's recommendation shall be presented to the City Council for approval or rejection. The Council has the right to approve or reject any and all proposals.

Class B. Services for projects which are provided for in the approved City budget and where fees will be less than \$5,000. The Selection Committee will have full authority to select the consultant.

f. *Prohibition against contingent fees.*

1. Each contract entered into by the City Council for professional services shall contain a prohibition against contingent fees as follows:

"The architect, engineer, or land surveyor (as applicable) warrants that he has not employed or retained any company or person, other than a bona fide employee working solely for the architect, engineer, or land surveyor, to solicit or secure any fees, commission, percentage, gift, or any other consideration, contingent upon or resulting from the award or making of this agreement."

2. For the breach or violation of the foregoing provision, the City Council shall have the right to terminate the agreement without liability and at its discretion to deduct from the contract price, or otherwise recover the full amount of such fee, commission, percentage, gift, or consideration.

g. *Authority of City Council to waive procedural requirements.* The City Council in its sole and absolute discretion, may waive any and all aforementioned procedural requirements.

- (e) *Cooperative purchasing.* This article, and the requirements herein, shall not apply to purchases made through or with the State of Missouri or any other governmental jurisdiction which operates a cooperative procurement program and will allow the City to purchase goods or services that the jurisdiction has made available following the completion of its own internal purchasing procedures. Insofar as the City Council has adopted an ordinance or resolution authorizing the City to participate in a cooperative purchasing agreement with another jurisdiction, the City Administrator has the authority to approve such purchases without seeking separate, formal City Council approval on each item.
- (f) *Subdividing prohibited.* No contractor purchase shall be subdivided to avoid the requirements of this section.



April 26, 2015

Honorable Mayor Bob Nation and City Council
City of Chesterfield
690 Chesterfield Pkwy W
Chesterfield, Missouri 63017

Dear Mayor Nation:

I am pleased to submit this proposal for component-based executive search services to assist you in selecting a new City Administrator. This readiness assessment provides that we, as an outside consultant, would conduct a comprehensive assessment to evaluate the suitability and readiness of internal prospects to become the City of Chesterfield's next City Administrator.

Assessment Methodology

We recommend that this process include:

1. SGR reviews any organizational information that will provide additional insights into the culture, organizational dynamics, and priorities of the organization. This would include, but not be limited to, organizational value statements, operational assessments, management studies, budget, strategic plan, etc.
2. SGR meets with the Mayor and City Council via phone conference in advance of the process to identify and understand organizational culture, key questions, and significant issues.
3. The prospects complete a DiSC personality style profile assessment and a DiSC management style profile assessment to provide insights into both personality and management style characteristics of the prospects (both assessments are conducted online).
4. All direct reports of the prospects, as well as the Mayor and City Council, participate in a DiSC-based 360 review of the prospects, also conducted online.
5. SGR conducts an onsite interview of each direct report to the City Administrator, which would include each of the prospects' current peer department heads. Topics to be explored include:
 - Accomplishments
 - Leadership
 - Development of Future Leaders
 - Planning and Organizing
 - Directing and Controlling

- Written Communication Skills
 - Verbal Communication Skills
 - Interpersonal Skills
 - Judgment
 - Working with Employees
 - Working with the Community
 - Working with Peers
 - Change Management
 - Initiative
 - Innovation
 - Adaptability
 - Team Building
 - Trust Building
 - Diversity
 - Strategic Thinking
 - Professional Knowledge
 - Other Issues as Requested
6. The prospects and all direct reports take an IOPT psychometric assessment and SGR provides customized written assessment reports (and onsite verbal interpretation assistance) to the Mayor and City Council Members regarding the prospects including:
- Individual Leadership Report
 - Advanced Leader Report
 - Learning Report
 - Career Report
 - Change Management Report
 - Emotional Impact Management Report
 - Coaching Report
 - Team Analysis
7. SGR conducts an onsite interview of the prospects to explore any issues identified in steps 1-4 above, as well as other issues based on the pre-conference with the Mayor and City Council and or other designated committee.
8. In the event that the determination is made to appoint one of the prospects as City Administrator, it is recommended that a team retreat be conducted, after appointment, to provided deeper insight and understanding by the team in how to utilize the information and insights developed as a result of the IOPT assessments, to strengthen the effectiveness of the team in their new leadership dynamics. ***Although this is optional and supplemental to the selection process***, we strongly recommend this as a critical part of getting the new team off on the right foot.

Timeline and Cost of Services

1. The **DiSC-based personality and management style assessments** described in item 3 above (methodology) would be conducted entirely via online assessment and the reports would be provided directly to the Mayor and City Council, but would also be utilized by the SGR

assessor as part of the preparatory process for the interviews detailed below to help explore any significant issues related to the behavioral profile. The cost would be **\$150 per assessment** taken by each prospect. The cost includes the licensing fee for both assessment instruments, and a follow up conference with the Mayor and City Council.

2. The **DiSC-based 360 assessment** described in item 4 above (methodology) would be conducted entirely via online assessments, and the reports would be provided directly to the Mayor and City Council. The cost would be **\$50 per assessment** conducted by an assessor (**\$50 per assessment for each prospect, the prospects' peers and direct reports, and the Mayor and City Council**). This cost includes the licensing fee for all assessments and reports, and a follow up conference with the Mayor and City Council. The 360 reports would be provided directly to the Mayor and City Council, but would also be utilized by SGR as part of the preparatory process for the interviews detailed below to ensure exploration of any issues identified in the 360 assessments. This would require approximately one week for all participants to complete the assessments and for the reports to be prepared.
3. Onsite interviews described in item 5 above (methodology) would require approximately 45 minutes per interview. The exact number of interviews is yet to be determined. The cost would be **\$275 per onsite interview (\$275 per onsite interview for each prospects' peers and direct reports)**. This includes all travel time, report preparation, and a follow up conference with the Mayor and City Council. This project would be personally handled by Ron Holifield. In addition to professional fees, travel expenses including mileage, hotel, and meals would be billed as well. This will require approximately 4 business days, and could be conducted the week following completion of item 2 above.
4. The IOPT assessment and reports detailed in item 6 above (methodology) would be conducted online, but it is recommended that SGR's assessor(s) meet with the Mayor and City Council in person **to discuss the detailed results of this very comprehensive assessment of the team dynamics of the prospects and their team**. This is anticipated to require about a **two hour session**. The cost would be **\$200 per person** (to include the prospects and their direct reports) for all of the comprehensive assessments combined. In addition to the professional fees, travel expense including mileage and meals would be billed out at cost. This could be completed the same week.
5. On the same trip, SGR would conduct an onsite interview of the prospects to explore any issues identified in items 1-4 above, plus any issues the Mayor and City Council wants to have explored. **Onsite interview of the prospects** described in item 7 above (methodology) would cost **\$500 per prospect** and would be conducted on the same trip as item 3 above. This trip would include a one on one debriefing with the Mayor and City Council or designated committee following the interview.
6. In the event the City elects to have a **council retreat** following appointment of the new City Administrator, utilizing the IOPT instruments, the cost of a **half-day workshop would be \$2,500**. No additional fee would be required for the IOPT assessments, although all participants would receive their reports. In addition to the professional fees, travel expense

including mileage and meals would be billed out at cost. This could be completed at the convenience of the Mayor and City Council.

Cost Summary (to include prospects, direct reports, and peer dept. heads for each prospect)

- | | |
|--|------------|
| 1. DiSC personality and management style assessment of the prospects: | \$150 each |
| 2. DiSC-based 360 assessment with direct reports and peers for the prospects: | \$ 50 each |
| 3. Onsite interviews of direct reports and peers: | \$275 each |
| 4. Completion of IOPT assessments by the team and onsite interpretation of the report to the Mayor and City Council: | \$200 each |
| 5. Comprehensive one on one interview of the prospects: | \$500 each |
| 6. Travel expenses: | \$TBD |

Optional Supplemental Services

- | | |
|--|---------|
| 7. Council retreat: | \$2,500 |
| 8. Engagement of licensed psychologist, to conduct integrity and values assessment and extended DiSC assessment for prospects along with interpretation of the results via a phone conference: | \$1,500 |

All of the above pricing will vary based upon the number of direct reports and peers actually included in the process. All travel expenses will be billed out at \$150 per night per diem for hotel, plus mileage at the current IRS rate or actual cost of airfare and rent car, plus \$25 for dinner, \$15 per lunch, and \$10 for breakfast per day.

The above services have been detailed in the recommended order for them to be conducted. In the event that anywhere in the process, the City should determine that enough information has been gleaned to either appoint one of the prospects as City Administrator, or that none of the prospects should be appointed as City Administrator, or otherwise desire to discontinue the process, the City is under no obligation to proceed with any subsequent steps in the process as detailed above.

Please let me know if you have any questions or need any additional information.

Should the City desire to move forward with this proposal for SGR to assist the City in an assessment of your prospects to become City Administrator, please execute a copy of this proposal and return it to us electronically at CyndyBrown@GovernmentResource.com and we will execute and return it.

Approved and Agreed to, this the _____ day of April, 2016, by and between

Bob Nation, Mayor
City of Chesterfield, Missouri

Cyndy Brown, Managing Director
Strategic Government Resources

Proposal for Executive Search Services

City Administrator

City of Chesterfield, Missouri

April 2016

Strategic Government Resources

Ron Holifield, CEO
PO Box 1642
Keller, Texas 76244
214-676-1691

Ron@GovernmentResource.com





April 4, 2016

Honorable Mayor Bob Nation and City Council Members
City of Chesterfield
690 Chesterfield Parkway W
Chesterfield, Missouri 63017

Dear Mayor Nation:

Thank you for the opportunity to submit this full service proposal to assist the City of Chesterfield in your search for a new City Administrator.

SGR is one of the top three local government executive search firms in the nation and has the unique ability to provide a personalized and comprehensive search service to meet your needs.

I would like to draw your attention to a few key items that distinguish SGR from other search firms:

- SGR has over 75,000 email subscribers to my weekly “10 in 10 Update on Leadership and Innovation” e-newsletter.
- SGR will also send targeted emails to our database of over 4,500 city management professionals.
- SGR’s website, where this position would be posted, receives over 23,000 local government official visitors each month, with over 210,000 page hits per month – more than any other local government search firm website in the nation.
- SGR’s job board (a separate website), where this position would also be posted, is the 2nd largest local government job board in the nation, with over 16,000 local government job seeker visitors each month, and over 1,200 jobs listed at any given time.
- SGR is the only search firm with social media experts on staff, which provides a comprehensive social media marketing campaign that includes email, Facebook, Twitter, and LinkedIn.

The simple fact is that no other firm can touch our reputation for being trusted by both clients and candidates, and for successful long term placements.

We are truly excited about the prospect of doing this search for the City of Chesterfield. I look forward to discussing in more detail how we can help you select an exceptional City Administrator and am available to visit in person with you at your convenience.

Respectfully submitted,

A handwritten signature in black ink that reads "Ron Holifield". The signature is written in a cursive style with a large, stylized initial "R".

Ron Holifield

Chief Executive Officer

SGR Executive Search

Ron@GovernmentResource.com

214-676-1691

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TAB 1

Contact Information

Contact Information for Binding Official / Primary Contact

Cyndy Brown, Managing Director of Recruitment & Administration
Strategic Government Resources

Address: P.O. Box 1642, Keller, TX 76244
Office: 817-337-8581
Fax: 817-796-1228
Email: CyndyBrown@GovernmentResource.com
Website: www.governmentresource.com

Alternate Contact

Ron Holifield, CEO
Strategic Government Resources

Address: P.O. Box 1642, Keller, TX 76244
Cell: 214-676-1691
Office: 817-337-8581
Fax: 817-796-1228
Email: Ron@GovernmentResource.com
Website: www.governmentresource.com

TAB 2

Company Profile

Background

Strategic Government Resources (SGR) was founded in 1999 and is fully owned by former City Manager Ron Holifield. Ron spent two high profile decades in city management, which included service as City Manager in several cities. He founded SGR for the express purpose of helping local governments be more successful by recruiting, assessing, and developing innovative, collaborative, authentic leaders. We specialize in executive recruitment, live training, online training, leadership development, assessments, consulting, and various other services geared to promote innovation in local governments.

Mission & Core Values

SGR's mission is to facilitate innovative leadership in local government. The simple fact is that in today's world of limited resources, local governments must innovate to survive. SGR has and continues to be a leader in spurring innovation in local government.

SGR's core values are: Customer Service; Integrity; Philanthropy; Continuous Improvement; Flexibility; The Golden Rule; Collaboration; and, Protecting Relationships.

Office Locations

SGR's corporate headquarters is in the Dallas/Fort Worth Metro area in Keller, Texas. SGR also has satellite offices in:

Arizona	Texas	Florida	Louisiana	Oklahoma
<i>Gilbert</i>	<i>Abilene</i>	<i>Kissimmee</i>	<i>Baton Rouge</i>	<i>Stillwater</i>
	<i>Coppell</i>	<i>Lakeland</i>		
	<i>Dallas</i>	<i>Sarasota</i>		
	<i>Greenville</i>			
	<i>Murchison</i>			
	<i>New Braunfels</i>			
	<i>Seabrook</i>			
	<i>Sugar Land</i>			

Executive Search Team

- Ron Holifield, Chief Executive Officer
- Cyndy Brown, Managing Director of Recruitment and Administration
- Melissa Valentine, Managing Director of Executive Search Operations and Human Resources
- Lori Philyaw, Managing Director of Interim Management Services and Executive Coaching
- Cindy Hanna, Executive Search Manager
- Abi Compton, Executive Search Coordinator
- Muriel Call, Research Coordinator
- Melissa Holguin, Assistant
- Doug Thomas, Regional Director

Executive Search Team (continued)

- Bill Peterson, Senior Vice President, Executive Search
- Gary Holland, Senior Vice President, Executive Search
- Katie Corder, Senior Vice President, Executive Search
- Mark Boynton, Senior Vice President, Executive Search
- Marlin Price, Senior Vice President, Executive Search
- Mike Tanner, Senior Vice President, Executive Search
- Molly Deckert, Senior Vice President, Executive Search
- Ron Robinson, Senior Vice President, Executive Search
- Tommy Ingram, Senior Vice President, Executive Search

TAB 3

Unique Qualifications

Marketing and Networking

- SGR's 10 in 10 Update on Leadership and Innovation e-newsletter, where all executive searches conducted by SGR are announced, reaches over 75,000 subscribers.
- SGR has a database of over 4,500 city management professionals.
- SGR has formal collaborative partnerships with Maryland Municipal League, Ohio City/County Management Association, Missouri Municipal League, Oklahoma Municipal League, National Public Employers Labor Relations Association, Emerging Leaders in Local Government, City Management Association of Oklahoma, and Texas Fire Chiefs Association.
- SGR trains approximately 800 local government employees each month in live training classes.
- SGR has almost 300 local government clients in over 40 states for our recruitment, training, and leadership development business lines combined.

Each executive recruiter has many years of experience in local government and a national network of relationships. The entire executive search group works as a team to leverage their networks to assist with each search. SGR team members are active on a national basis, in both local government organization and professional associations. Many SGR team members frequently speak and write on issues of interest to local government executives. Only SGR can work all of the relevant networks as a peer and insider, resulting in better recruitment, better investigation, better intelligence, better information, and better final decisions.

Comprehensive Needs Assessment

SGR's executive recruiting services are unequalled. Our role is to find the candidate who is the best match for your organization. SGR devotes a tremendous amount of energy to understanding your organization's unique culture, environment, and local issues to ensure a great "fit" from values, philosophy, and management style perspectives.

Finding qualified candidates is not difficult; the hard part is finding qualified candidates who are the right fit for your organization. A leading edge candidate and a safe harbor candidate often look the same on paper, but will have profoundly different impacts on your organization.

Accessibility

Your executive recruiter is accessible at all times throughout the search process and can be reached by candidates or clients, even at night and on weekends, by cell phone or email.

Responsive to You

If a problem arises, or you have questions, you can count on SGR staff to be available, prepared, and prompt.

Trust of Candidates

SGR has a track record of remarkable confidentiality and providing wise counsel to candidates and next generation leaders; we have earned their trust. As a result, SGR is typically able to get exceptional prospects to become candidates, even if they have declined to become involved in other search processes, because candidates trust SGR to assess the situation well, communicate honestly and bluntly, and maintain their confidentiality.

Listening to Your Unique Needs

SGR is more interested in listening than in talking. Some firms depend on their tried and true stable of reliable candidates. These firms do not really need to listen to the client because the search will result in the same list of finalists, no matter the type of information they receive from the client. SGR devotes tremendous energy to actively listening to your organization and helping you define and articulate your needs. SGR does not just go through the motions and then provide you with a list of qualified names from a stable of regulars. We work hard to conduct a comprehensive search that is unique to you.

Recorded Online Interviews with Candidates

SGR's unique online recorded interview process allows the search committee to see candidates in an interview setting prior to the finalist stage of the search process, and without having to pay travel expenses.

Comprehensive Media Reports

One of the worst things that can happen for your organization is to be surprised by undisclosed information about a finalist, especially if the surprise comes in the form of a newspaper article that is found by your critics. SGR has never had a client embarrassed by surprises about a candidate. SGR produces a comprehensive media search report on each finalist candidate. Each Media Report is compiled from information gathered using our proprietary online search process. This is not an automated process, and produces far superior results than a standard Google search which is typically utilized by other search firms. The report length may be as long as 350 pages per candidate and may include news articles, links to video interviews, blog posts by residents, etc. No other firm provides such comprehensive media reports.

Comprehensive Background Investigation Reports

SGR provides the most comprehensive background investigations in the industry, and we are the only search firm to use a licensed private investigation firm for these services.

Psychometric Assessments

SGR uses the DiSC Management psychometric assessment to provide a detailed understanding of how candidates will lead and manage an organization. The psychometric assessment report also provides valuable information regarding candidates' strengths and weaknesses.

Recruitment Videos

SGR offers the option of developing a custom video recruitment ad for posting on YouTube and linking to the video in other media sources. A sample SGR recruitment video for the City of Owasso, Oklahoma, can be viewed at <http://bit.ly/OwassoOKCM>.

Equal Opportunity Commitment

SGR strongly believes in equal opportunity. SGR does not discriminate and is careful to follow both the letter and the spirit of laws regarding equal employment opportunities and non-discrimination. More importantly, however, SGR believes that equal opportunity is an ethical issue. SGR quite simply will not enter into an engagement with an entity or organization that directs, or expects, that bias should, or will be, demonstrated on any basis other than those factors that have a bearing on the ability of the candidate to do the job. You can anticipate that SGR will make a serious and sincere effort to include qualified women and minority candidates in the finalist pool. Although SGR obviously cannot, and would not, guarantee the makeup of the finalist group, SGR does have relationships and contacts nationwide to encourage the meaningful participation of women and minority candidates.

Value

For a variety of reasons that are detailed in this proposal, SGR will provide the most cost-effective executive search for your city. Some firms low ball their price, and make up for it by reducing the amount of time they commit, or charging extra for additional time required. SGR gives you a fixed price, and we are with you until the end of the process regardless of how many hours are required.

Emerging Leaders

SGR has a unique and unparalleled reputation of engaging and mentoring emerging leaders and young professionals. We will utilize our frequent personal interaction with emerging leaders, as well as our entire team's social media networks, to market this position and to identify potential applicants.

Five Way Guarantee

SGR provides the strongest guarantee in the industry.

1. Our price is our price. You will never be charged an additional fee because we need to come to another meeting or spend extra time.
2. You always have 24/7 cell phone and email access to the executive recruiter and SGR's CEO.
3. If you do not find the right candidate, we will start the process over with no additional professional fees.
4. If we place a candidate, that SGR has fully vetted through the recruitment process, who stays less than two years, we will conduct the search again with no additional professional fees.
5. If we place a candidate with you, we will not directly solicit them for another job.

TAB 4

Key Personnel for this Project

Ron Holifield, CEO

Ron Holifield is the Founder and CEO of SGR. He previously served as Assistant City Manager in Plano, Texas as well as City Manager in Garland, DeSoto, Farmersville and Sundown, and on the City Manager's staff in Lubbock.

In 1996, he left city management and purchased Government Relations Specialists which he grew into the 49th largest lobby firm in Texas, before selling it to an employee. In 1999, Ron founded Strategic Government Resources to specialize in facilitating collaboration among local governments, with a particular emphasis in employee training and development of next generation leaders.

He has grown SGR into the largest private sector training company that specializes in leadership, management and customer service for local governments in the nation. He is a frequent speaker at state and national conferences and remains high profile in the city management profession.

Ron holds a Bachelor of Arts in Government from Abilene Christian University and a Master's in Public Administration from Texas Tech University.

Gary Holland, Senior Vice President

Gary Holland previously served for six years as Senior Vice President with the Mercer Group providing executive search and management consulting for local governments across the nation.

Prior to that, he served over 17 years with the City of Kissimmee, Florida, as Assistant to the City Manager, Assistant City Manager and finally Deputy City Manager. Before his distinguished career in City Management, Gary had also served as a Local Government Specialist with Oklahoma State University focusing on technology transfer and community development. In that role, he participated with Public Technology Inc. in a three year program as the technology transfer agent in a four state region.

He was also a charter member of the County Government Training Program established by the Oklahoma Legislature to develop and present educational programs to elected county officials throughout the State. Gary has authored a wide variety of publications on local government topics and has presented at numerous state and national conferences on local government management topics with a particular emphasis on innovative technologies.

Gary holds a Bachelor's of Business Administration in Marketing and Management from the University of Oklahoma and a Master's of Business Administration in Management and Finance from Oklahoma State University.

Ron Holifield
Resume – July 2014

Strategic Government Resources, P.O. Box 1642, Keller, Texas 76248
Cell: 214-676-1691, Ron@GovernmentResource.com

PROFESSIONAL HISTORY

Strategic Government Resources – Owner & CEO
January 1999 to Present

- Owner and CEO of this strategic management firm, helping local governments Recruit, Assess and Develop Innovative, Collaborative and Authentic Leaders. Clients have include over 350 local governments.
- SGR is the largest provider of live and online training in the nation designed specifically for local government, training over 1,000 local government employees every month in 41 states.
- Interviewed and/or quoted by numerous news publications and media outlets including: National Public Radio, Entrepreneur Magazine, Texas City Manager Magazine, Texas Town and City, Government Technology Magazine, GovWire Online Magazine, Federal Computer Week Magazine, CIO Magazine, Dallas Morning News, Dallas Business Journal, Plano Star Courier, DFW Tech Biz, Today Newspapers, Focus on the News, D Magazine, International Association of Chiefs of Police Journal, WOAI TV and KRLD and KTET Radio, as well as the ABC and NBC affiliates in Tulsa and WAMU radio in Washington, DC.

Government Relations Specialists – Owner & CEO
August 1996 to September 2001

- Owner and CEO of this 20 year old governmental consulting firm which represented businesses doing business with government and in legislative advocacy efforts.
- Doubled it in size, becoming the 49th largest lobby firm in Texas, and then sold it to an employee to focus all efforts on the launch of SGR.
- Major clients included over 40 Fortune 500 firms including American Express, Aramark, Automated Licensing Systems, Children's Comprehensive Services, IBM, Quorum Health Group, Library Systems and Services, PeopleSoft, SCT, Space Imaging, TXI, Verizon, Xerox and many others.

**City of DeSoto, Texas – City Manager
October 1994 to August 1996**

- City Manager of this highly diverse suburban community.
- Hired to lead a rapid cultural change at City Hall, into a City known for being aggressively customer service driven, highly successful in the economic development arena, and operating in a very cost effective manner.
- Significant accomplishments include:
 - Named by Texas Business Magazine as a top 20 Texas city to relocate a business.
 - Named by Texas Outlook Magazine as a top 25 city for economic development.
 - Named by Texas Business Magazine as one of the “Best Run Cities in Texas.”
 - Increase in commercial building permits in excess of 1,000% over previous year.
 - Lowest crime rate of any major city in the Dallas-Fort Worth Metroplex.

**City of Garland, Texas – City Manager
November 1991 to June 1994**

- City Manager of this rapidly growing city, which owns and operates an electric production and distribution system, a regional wastewater treatment system, a regional landfill, and a heliport, and offers a variety of social services and strong cultural arts. The ninth largest city in Texas, Garland’s population was in excess of 220,000 with over 2,300 employees, and an annual operating and capital budget in excess of \$350 million.
- Hired to take this very traditional manufacturing-based community and rapidly position it as a statewide leader, transforming its one-dimensional image and reputation as a blue-collar suburb into that of a leading first tier city.

**City of Plano, Texas – Assistant City Manager, Assistant to the City Manager
November 1986 to November 1991**

- Served in a variety of capacities in this rapidly growing, premier city, including: Assistant City Manager of Community Services, Assistant City Manager of Administration, Acting Assistant City Manager for Development, and Assistant to the City Manager.
- Significant accomplishments while with Plano include:
 - Designed a program that doubled mid- and upper-level management minority and female representation in four years.
 - Designed a Disadvantaged Business Purchasing Program that dramatically increased minority business contracts without quotas.
 - Served as Project Manager for a \$19.5 million Civic Center Project, bringing it in \$2 million under budget.
 - Assisted in negotiating details of the JC Penney headquarters relocation from New York City to Plano.

- Created Plano's first Convention/Visitor's Bureau that exceeded year six sales and bookings projections in the first year.
- Initiated Plano's first Neighborhood Integrity Program.
- Creatively designed construction projects for EDS and JC Penney to achieve a \$750,000 sales tax windfall for the city.
- Designed an Employee Wellness Program which resulted in participant health care costs equaling only one-third those of non-participants.

**City of Farmersville, Texas – City Manager
1984 to 1986**

- First City Manager of this full service city, which operates an electric distribution system and two city lakes.

**City of Sundown, Texas – City Manager
1982 to 1984**

- City Manager of this full service city, which operates a natural gas distribution system and a municipal golf course.

**City of Lubbock, Texas – City Administrative Intern to the City Manager
1981 to 1982**

- Administrative Intern to the City Manager of this major city, which operates a municipally owned electric utility.

EDUCATION

- Texas Tech University – Masters of Public Administration
- Abilene Christian University – Bachelor of Arts, Government Major / Student Association President

MAJOR AWARDS for Municipal Organizations Managed

- 3CMA Economic Development Marketing Campaign Savvy Award Certificate of Excellence for International Development and Local Realtor Ads - Garland
- International Association of Chiefs of Police, Excellence in Policing Award for Neighborhood Service Team - Garland
- Finalist, Governor's Environmental Excellence Award - Garland
- Texas Natural Resource Conservation Commission Award for Excellence - Garland
- American Society of Landscape Architects, Texas Chapter, Environmental Stewardship Award for Garland's Spring Creek Forest Preserve - Garland

- Dallas Business Journal, “Metroplex Real Estate Deal of the Year (Existing Building),” – Garland
- Dallas Business Journal “Metroplex Real Estate Deal of the Year (New Construction),” - Garland
- GFOA Award for Distinguished Budget Presentation, every year, 1987-1996
- GFOA Certificate of Achievement for Excellence in Financial Reporting, 1987-1991

CURRENT PROFESSIONAL PARTICIPATION

- ICMA Task Force on Inclusiveness
- National Institute for Governmental Purchasing Talent Management Council
- Missouri Municipal League Governance Institute Fellow
- Member, Texas Fire Chief’s Association Best Practices Recognition Board
- Author, “the 16%” weekly blog, 2013-present
- Author, “Fourth Dimension Leadership”, 2010
- Member, International City/County Management Association (ICMA), 1982-present
- Member, Texas City Management Association (TCMA), 1982-present
- Member, Texas Municipal Human Resources Association, 2006 - present
- Member, Governmental Finance Officers Association, 2010 - present

PREVIOUS PROFESSIONAL PARTICIPATION

- Author of a Monthly Column in Texas City Manager Magazine on “Innovations that Make a Difference”
- ICMA Task Force on Employment Agreements
- ICMA Management Innovations Panel
- ICMA Conference Evaluation Committee
- ICMA/Innovation Groups National Management Practices Panel
- Author, “The Public Executive’s Complete Guide to Employment Agreements”, book published by ICMA and the Innovation Groups
- Texas Innovation Groups Executive Committee
- Author, “Crossing Department Lines – Garland’s Neighborhood Service Team”, article published in the International Association of Chiefs of Police National Journal
- Author, “Redefining Thinking, Structures and the Rules of the Game in Government”, article published in Texas Town and City Magazine
- Contributor, State Comptroller Bob Bullock’s handbook for municipalities: “Standard Financial Management System for Texas Cities”
- Texas Municipal League Advisory Committee on Legislative Affairs – Personnel Issues
- TCMA Ethics and Professional Standards Committee
- TCMA Annual Conference Committee

SPEAKING ENGAGEMENTS

- National Forum for Black Public Administrators DFW Chapter Conference, 2014
- Public Purchasing Association of North Texas, 2014
- Missouri Intergovernmental Risk Association Annual Conference, 2014
- Texas City Management Association Annual Conference, 2014
- American Public Works Association Midwest Annual Conference, 2014
- Governmental Finance Officers Association Annual Conference, 2014
- National Public Employers Labor Relations Association Annual Conference, 2014
- North Texas Municipal Clerks Association, 2014
- National Institute for Governmental Purchasing Lone Star Conference, 2014
- Missouri Municipal Clerks and Finance Officers Association Annual Conference, 2014
- South Texas City Manager's Association 2014
- Urban Counties Annual Conference, 2014
- SGR Annual Conference on Creating a Learning Organization, 2014
- National Public Employers Labor Relations Association Annual Conference, 2013
- National Parks and Recreation Annual Conference 2013
- Missouri Municipal League Annual Conference, 2013
- Washington City/County Management Association Annual Conference, 2013
- Nebraska City/County Management Association Annual Conference, 2013
- Tennessee Municipal League Annual Conference, 2013
- Texas City Manager's Association Annual Conference, 2013
- Government Finance Officers Association of Texas Annual Conference, 2013
- American Public Works Association Regional Conference, 2013
- Kansas Public Works Association Annual Conference, 2013
- Texas Recreation and Parks Association Annual Conference, 2013
- Texas Public Purchasing Association Annual Conference, 2013
- Colorado City County Management Association Annual Conference, 2013
- Kansas City County Management Association Annual Conference, 2012
- National Parks and Recreation Management School, 2012
- Texas City Management Study Group, 2012
- International City County Management Association Annual Conference, 2012
- National Procurement Institute, 2012
- Missouri Municipal League Annual Conference, 2012
- Texas City Clerk's Association Annual School, 2012
- Texas County Clerk's Association Annual School, 2012
- Kansas Governmental Finance Officers Association Annual Conference, 2011
- Texas City Management Association Annual Conference, 2010
- Public Risk Management Assoc. Annual Conference, 2010
- Oklahoma City Manager's Association Annual Conference, 2010
- Northwest States City Management Association Annual Conference, 2010
- Ohio City/County Management Assoc. Annual Conference, 2009
- West Texas City Management Association Annual Training Conference, 2009

- Texas Municipal League Regional Meeting, 2009
- Texas Municipal Human Resources Association Annual Nuts and Bolts Conference, 2009
- East Texas City Management Association Annual Training Conference, 2008
- East Texas City Management Association Annual Training Conference, 2007
- International City/County Management Association Conference, 2006
- Certified Public Manager Program, 2006
- North Texas Municipal Clerks Association Management Institute, 2006
- City of Carrollton, Texas, Leadership Academy, 2006
- City of Arlington, Texas, Leadership Academy, 2005
- Urban Management Assistants of North Texas Annual One Day Conference, 2005
- Leadership Southwest, 2004, 2006, 2008
- International City/County Management Association Annual Conference, 2003
- Keynote Speaker (along with the Deputy Secretary of Defense), Government Electronics and Information Technology Association Information Technology and Defense Electronics Forecast Annual Conference – State and Local Homeland Security, 2002
- Transforming Local Government Conference, 2001
- National Association of Counties Annual Conference, 1999
- World Services Congress – Building Public Private Partnerships, 1999
- Central Texas City Management Association, 1999
- Carolinas-Virginia Hospital Trustee/Physician Conference, 1999
- Quorum Ohio CEO Conference, 1999
- Chairman of the Board In-Service Training, Quorum, 1999
- Quorum Foundations for the Future, 1999
- Quorum Chairman of the Board Training, 1998
- International City County Management Association, 1998
- Iowa Municipal Management Institute, 1997
- Quorum Foundations for the Future, 1997
- Quorum Board of Trustees Training, 1997
- Urban Management Assistants of North Texas, Conference of Minority Public Administrators, and National Forum for Black Public Administrators Workshop – 1996
- Innovation Groups Regional Conference, 1996
- Texas City Management Association Annual Conference, 1996
- Florida City/County Management Assoc. Annual Conference, 1996
- North Carolina City/County Management Association Annual Conference, 1996
- Quorum Foundations for the Future, 1996
- International City/County Management Association Conference, 1996
- Texas City Management Association Conference, 1995
- Kansas Innovation Groups Regional Workshop, 1995
- City-County Communications & Marketing Association National Conference, 1994
- National League of Cities Innovations in Government National Conference, 1994
- Innovation Groups Regional Workshop, 1994
- Texas Foundation for the Improvement of Local Government Institute, 1994

OTHER HONORS AND ACTIVITIES

- American MENSA member
- Distinguished Alumni, Abilene Christian University
- Abilene Christian University Public Administration Visiting Committee
- Texas Tech University, Center for Public Service, Alumni of the Year

Gary W. Holland
2603 South Oxford Drive
Stillwater, Oklahoma 74074
405-269-3445
Gholland73@hotmail.com

SUMMARY OF QUALIFICATIONS

- Management consulting services for Federal, state, and local government
- 17+ years executive level management experience in a rapid growth municipal government
- 10 years university-based experience in technology transfer and educational programming for local government
- 3 years collegiate public relations and small business education
- MBA – Oklahoma State University, 1985
- BBA – University of Oklahoma, 1974

EXPERIENCE

Strategic Government Resources

01/13 to Present Senior Vice President

RESPONSIBILITIES

- Perform executive search services for local governments

The Mercer Group, Inc.

07/07 to 01/13 Senior Vice-President

RESPONSIBILITIES

- Provide management consulting services to local governments
- Perform executive search services for local government (city/deputy city manager, department directors)
- Conduct management studies for units of local governments including compensation and classification studies, public safety analysis, organizational analysis, and more

City of Kissimmee, Florida Population: 58,000

05/01 – 11/06 Deputy City Manager (Retired in 2006)

10/92 – 05/01 Assistant City Manager

05/89 - 10/92 Assistant to the City Manager

RESPONSIBILITIES AND ACCOMPLISHMENTS

- Served as a member of the budget development/review committee.
- Supervised department directors responsible for the Airport, Finance, Personnel, Information Technology, Parks and Recreation, Development Services, Central Services/Purchasing, and Community Redevelopment.
- Supervised the Assistant to the City Manager and the Public Information Officer.
- Supported the City Manager in supervising the Police Chief, Fire Chief, Public Works Director, and Water/Sewer Director.
- Represented the city on the Operating Committee of the local government and education television channel.
- Awarded grants totaling approximately \$1 million to develop transitional resident facilities for homeless women with children.
- Created and implemented an interdisciplinary plan to proactively address problems associated with the homeless population in the Kissimmee area.
- Charter member of the governing board of HOME (Helping Others Make the Effort).
- Awarded grants from the Florida Bureau of Historic Preservation for a survey of historic properties in Kissimmee and to develop nominations for listing of properties on the National Register of Historic Places.
- Represented the City Manager's office with the Kissimmee/Osceola Chamber of Commerce, the Community Redevelopment Agency, Osceola County, the Central Florida Regional Transit Authority, MetroPlan Orlando, and other external agencies.
- Created and implemented a long-range plan for information technology utilization throughout the city organization including local area networks, geographic information systems, and e-government solutions for citizens.
- Developed and implemented a plan for downtown redevelopment which did not require a tax increase.
- Served as executive construction project manager for a \$10 million charter elementary school sponsored by the City of Kissimmee.
- Lead contract negotiator for private management of the charter school.
- Facilitated a variety of improvements to the Kissimmee Gateway Airport designed to enhance the economic vitality of the area. Improvements include an air traffic control tower, instrument landing system, and improved ramp and road access to fixed base operators.
- Oversaw a number of capital improvement projects including a \$3 million civic center, \$5 million Central Services facility, and various parks and recreation facilities.
- Managed the creation and implementation of an emergency management plan for the City of Kissimmee in concert with City public safety departments and the Osceola County Emergency Management Department.

Oklahoma State University
Stillwater, Oklahoma

6/79 to 5/89 Local Government Specialist – Technology Transfer, Community and Rural Development

RESPONSIBILITIES AND ACCOMPLISHMENTS

- Participated in a 3-year project with Public Technology, Inc. as the technology transfer agent in a four-state area. PTI is an organization of the International City/County Managers Association responsible for innovative technology for local government. Interacted with members of the Federal Laboratory Consortium, industry trade associations, and various entrepreneurial groups in advancing innovative technology. Publications include:

Alternatives for Utility Meter Reading
Asphalt Pavement Recycling Alternatives
Compressed Natural Gas as a Fleet Vehicle Fuel

- Served as editor of the Federal Laboratory Consortium newsletter.
- Awarded a \$500,000 grant from the Kellogg Foundation to develop a national educational program on risk management in local government. Educational materials were developed for use by Cooperative Extension educators nationwide.
- Developed and presented educational programs for elected and appointed local government officials on their statutory and management duties and responsibilities.
- Presented educational programs throughout Oklahoma on trends in county government finance.
- Authored handbooks and other publications for use by Oklahoma local government officials in the execution of their duties including:

County Treasurers Handbook
County Excise/Equalization Board Handbook
District Court Clerk Handbook
Municipal Bond Issues: Understanding the Basics
A Guide to the County Financial Statement in Oklahoma

Selected Presentations

- Compressed Natural Gas For Municipal Fleet Vehicles; National Conference of Mayors, Atlanta, Georgia
- Facilitating Technology Transfer Through the ORTA System; Federal Laboratory Consortium, Washington, D.C.
- Report on CNG Demonstration; American Gas Association, Washington, D.C.

Northern Oklahoma College

Tonkawa, Oklahoma

6/76 to 6/79 Director of Public Relations and Alumni Affairs

RESPONSIBILITIES AND ACCOMPLISHMENTS

- Created and published information regarding the college and the various degree programs available.
- Developed radio and television promotions for the college.
- Implemented a student recruitment program throughout the state of Oklahoma resulting in an increase in enrollment three consecutive years.
- Authored an alumni newsletter and quarterly alumni newspaper.
- Responsible for coordinating the college development campaign.
- Classroom instructor for courses in Marketing and Small Business Management.

EDUCATION

University of Oklahoma	Bachelor of Business Administration Marketing and Management
Oklahoma State University	Master of Business Administration Management and Finance National Dean's List – 3.95 GPA

TAB 5

Project Methodology

SGR provides a comprehensive scope of executive search services, and each executive search service contract is tailored to meet the client's specific needs. However, a full service executive search typically entails the following:

- 1. Organizational Inquiry and Analysis**
 - Outline Project Plan and Timeline
 - Individual Interviews with Search Committee/ Key Personnel/ Community Leaders (if desired)
 - Development of Position Profile and Professional Production of Brochure
- 2. Advertising and Recruitment**
 - Ad Placement
 - Recruitment Video (optional)
 - Social Media and Marketing of Position
 - Ongoing Communication with Applicants and Prospects
- 3. Initial Screening and Review**
 - Management of Applications
 - Evaluation and Triage of Resumes
 - Search Committee Briefing to Facilitate Selection of Semifinalists
- 4. Evaluation of Semifinalist Candidates**
 - Personal Interaction with Semifinalist Candidates
 - Written Questionnaire
 - Recorded Online Interviews
 - Media Search Stage 1
 - Semifinalist Briefing Books
 - Search Committee Briefing to Select Finalists
- 5. Evaluation of Finalist Candidates**
 - Comprehensive Media Search Stage 2
 - Comprehensive Background Investigation Report
 - DiSC Management Assessment
 - I-OPT Assessment
 - Finalist Briefing Books
 - Press Release (if desired)
 - Stakeholder Engagement (if desired)
- 6. Interview Process**
 - First Year Game Plan (if desired)
 - Conduct Interviews
 - Deliberations
 - Reference Checks
- 7. Negotiations and Hiring Process**
 - Determine the Terms of an Offer
 - Negotiate Terms and Conditions of Employment
 - Transition Strategy
- 8. Post-Hire Team Building Workshop (supplemental service, if desired)**
 - I-OPT Team Building Workshop

Step 1: Organizational Inquiry and Analysis

In the Organizational Inquiry and Analysis Stage, SGR devotes tremendous energy to understanding your organization's unique culture, environment, and goals to ensure you get the right match for your particular needs.

Outline Project Plan and Timeline

SGR will meet with the client at the outset of the project to finalize the search plans and timeline. At this time, SGR will also request that the client provide additional information about the community, organization, and position. Information requested will include general information and available resources about the community, school district, economic vitality, political leadership, organization, strategic plan, governing body goals and objectives, budget information, major projects, job description, salary range, benefits package, etc.

Individual Interviews with Search Committee and Key Personnel (if desired)

Fully understanding your organizational needs is the most critical part of conducting a successful executive search. SGR conducts individual interviews with the Search Committee, key staff, and/or direct reports to find out more about the position, special considerations, and the political environment. These interviews last approximately 30 minutes to one hour each and identify individual issues that may affect the dynamics of the search, as well as develop a composite understanding of the organization's preferences. This process helps with organizational buy-in and will assist us in developing the Position Profile as we look for any significant staff issues or major disconnects that may not otherwise be apparent.

Development of Position Profile Brochure

Following the individual interviews and internal analysis, SGR will develop a draft Position Profile Brochure that is reviewed and revised in partnership with your organization until everyone agrees it accurately reflects the sought-after leadership and management characteristics. A sample brochure is included with this proposal document.

Step 2: Advertising and Recruitment

The Advertising and Recruitment stage includes ad placement, email distribution of the Position Profile, responding to inquiries about the position, and ongoing communication with applicants and prospects.

Ad Placement/ Social Media and Marketing of Position

The Executive Recruiter and client work together, to determine the best ways to advertise and recruit for the position. Ads are typically placed in various state and national publications, targeting the most effective venues for reaching qualified candidates for that particular position.

SGR's preferred strategy is to rely on email distribution of the Position Profile brochure to key opinion leaders and potential prospects across the country. The position will be announced in our "10 in 10" e-newsletter, which reaches over 75,000 local government professionals, in

addition to a targeted email announcement to specific professional categories and/or areas of the country. By utilizing an email distribution strategy, these brochures tend to “get legs” of their own, resulting in a very high penetration rate at minimal cost.

SGR will utilize Facebook, Twitter, personal phone calls, personal emails, and LinkedIn to promote the position. This communication is both to solicit high potential candidates and to encourage key local government professionals to share information within their professional circles.

Recruitment Video

SGR offers the option of developing a custom video recruitment ad, which can be posted on YouTube and linked to other media sources. It is estimated that job postings with video icons are viewed 12 percent more than traditional job postings, and that the job application rate increases by an average of 34 percent when video is added. A sample SGR recruitment video for the City of Owasso, Oklahoma, can be viewed at: <http://bit.ly/OwassoOKCM>.

Ongoing Communication with Applicants and Prospects

SGR communicates with all applicants on a frequent and ongoing basis to ensure applicants stay enthusiastic about the opportunity. Outstanding prospects often will not submit a resume until they have done considerable homework on the available position. A significant number of inquiries will be made, and it is essential that the executive search firm be prepared to answer those questions with fast, accurate, and complete information, and in a warm and personal manner. This is one of the first places a prospective candidate will develop an impression about organization, and it is an area in which SGR excels. SGR also utilizes Google Alerts for each client organization and provide updates to our Executive Recruiters and applicants of any references made regarding the client organization in various media outlets.

Step 3: Initial Screening and Review

This stage of the executive search involves managing the flow of resumes, and screening and evaluating resumes.

Management of Applications

Handling the flow of resumes is an ongoing and significant process. On the front end, it involves tracking resumes and promptly acknowledging their receipt. It also involves timely and personal responses to any questions or inquiries.

Evaluation and Triage of Resumes

SGR uses a triage process to identify high probability, medium probability, and low probability candidates. The triage ranking is focused on overall assessment based on interaction with the applicant, qualifications, any known issues regarding previous work experience, and evaluation of cultural fit with the organization.

In contrast with the triage process described above, which focuses on subjective assessment of the resumes and how the candidates present themselves, we also evaluate each candidate to

make sure that the minimum requirements of the position are met, and which of the preferred requirements are met. This sifting process assesses how well candidates' applications fulfill the recruitment criteria outlined in the Position Profile.

Search Committee Briefing / Selection of Semifinalist Candidates

At this briefing, SGR will provide a comprehensive progress report via PowerPoint presentation and will facilitate the selection of approximately 8-12 semifinalists. The presentation will include summary information on the process so far, the candidate pool overall, and any trends or issues that have arisen, as well as a briefing on each candidate and their credentials. No other firm offers this level of reporting detail and transparency.

Step 4: Evaluation of Semifinalist Candidates

Reviewing resumes is an important and valuable step in the executive search process. However, the simple fact is that resumes can be misleading. They tell you nothing about the individual's personal qualities or his/her ability to get along with other people. Resumes can also exaggerate or inflate accomplishments or experience. SGR's responsibility is to go more in-depth than the resume to ensure that those candidates who continue in the process are truly outstanding.

Personal Interaction with Semifinalist Candidates

SGR's goal is to have a clear understanding of the person behind the resume and what makes him/her an outstanding prospect for you. The evaluation of semifinalist candidates includes follow-up by phone when appropriate to ask any questions about underlying issues.

Written Questionnaire

SGR will ask semifinalist candidates to complete a comprehensive written exercise designed to provide greater insight into candidate thought processes and communication styles. SGR's written instrument is custom-designed around the priorities identified by the Search Committee and usually includes about 20 questions focusing on 5-6 key areas of particular interest to the client. This written instrument will be included with the semifinalist briefing book with the cover letters and resumes.

Recorded Online Interviews

SGR offers recorded online videos of candidates answering pre-recorded questions. This provides a very insightful, efficient and cost effective way to gain additional insights to utilize in selecting finalists you want to come in for live interviews. The online interviews allow the Search Committee to evaluate technological competence, demeanor, verbal communication skills, and on-camera presence. Online interviews also convey to candidates that the organization is using leading edge technology in its business processes and provide an opportunity for the Search Committee to ask candidates questions on specific topics of special interest. Online interviews are emailed to the Search Committee for viewing prior to selection of finalist candidates.

Media Search Stage 1

Stage 1 of our media search involves a comprehensive review of all newspaper articles on the candidate in major news outlets within the previous two years. These media reports at the semifinalist stage have proven helpful by uncovering issues that were not previously disclosed by prospective candidates. The Executive Recruiter will communicate any “red flags” to the Search Committee immediately upon discovery.

Search Committee Briefing / Selection of Finalist Candidates

Prior to this briefing, SGR will provide each member of the Search Committee with a briefing book on the semifinalist candidates. The briefing book will include written questionnaires, online interviews, and any additional information obtained about the candidate. The purpose of this briefing is to facilitate narrowing the list to 4 finalists who will be invited for personal interviews.

Step 5: Evaluation of Finalist Candidates

Once the finalists have been selected, SGR will coordinate with you to schedule interviews.

Comprehensive Media Search Stage 2

These Stage 2 Media Reports are compiled by utilizing our proprietary media search process including variations of the candidates’ names and states/cities in which they have lived or worked, and searches of local papers where the candidates have lived or worked. We also search social media sites. The Media Reports typically range from 20-300 pages per candidate and may include news articles, links to video interviews, blog posts by residents, etc. The Media Reports are put into an easy-to-read format and recorded onto flash drives for the Search Committee. The candidate’s name is highlighted each time it appears.

These media reports have proven helpful to Search Committees by uncovering issues that were not previously disclosed by candidates and that would likely not have been discovered through an automated search or Google search, typically used by other search firms. The Media Reports also give the Search Committee an overview of the type and extent of press coverage that a candidate has experienced over the course of his/her career.

Comprehensive Background Investigation Reports

Through SGR’s partnership with FirstCheck, a licensed private investigations company, we are able to provide our clients with comprehensive background screening reports that include detailed information such as:

- Social Security number trace
- Address history
- Driving history/motor vehicle records
- Credit report
- Federal criminal search
- National criminal search
- County wants and warrants

- Global homeland security search
- Sex offender registry search
- State criminal search (for current and previous states of residence)
- County criminal search (for every county in which candidate has lived or worked)
- County civil search (for every county in which the candidate has lived or worked)
- Education verification

A sample Background Investigation Report is included with this proposal document.

Assessments (DiSC and I-OPT)

It is critical for you to know as much as you can about your new executive before hiring him/her. Historically, employers have depended upon resumes, references, and interviews as sources of information for making hiring decisions. In practice, these sources have often proved inadequate for consistently selecting successful employees. The use of assessments has become essential for employers who want to place the right people in the right positions.

SGR uses a DiSC Management assessment tool, which is among the most validated and reliable personal assessment tools available. The DiSC Management Profile analyzes and reports comprehensively on the candidate's preferences in five vital areas: management style, directing and delegating, motivation, development of others, and working with his/her own manager.

The I-OPT Assessment is a tool that measure how a person perceives and processes information. How someone perceives and processes information has a profound impact on what motivates a person, how a person sees an issue, and how that person interacts with others on team projects. Understanding one's own I-OPT Profile makes it possible to be more self-aware. Understanding another's I-OPT Profile helps predict how he or she will approach any given situation. (In a City Manager search, this will include I-OPT reports of the finalist candidates, direct reports, and city council. In department head searches, this will include I-OPT reports of the finalist candidates, City Manager, Assistant City Manager, peer department heads, and direct reports.)

Press Release (if desired)

Until you have "sealed the deal," you need to be cautious in order to avoid the embarrassment of a premature announcement that does not work out. You also want to try to notify all senior staff and unsuccessful candidates before they read about it in the newspaper. SGR will assist with this coordination and with drafting any announcements or press releases.

Stakeholder Engagement (if desired)

At the discretion of the Search Committee, we will work closely with your organization to engage stakeholders in the recruitment process. Our recommendation is that we design a specific stakeholder engagement process after we learn more about the organization and the community. Different approaches work best in different communities. Below is an array of options we have used in the past, but we will collaborate with your organization to determine

which option, or combination of options, will be the most effective for the unique needs of the organization.

- Interviewing community leaders at the outset of the search;
- Holding a public forum for citizen engagement at the outset of the search;
- Facilitating a Q&A series in the local newspaper with finalist candidates. This would run a week or two prior to the interviews;
- Utilize a citizen committee to conduct the early stage candidate screening and then turn over a semifinalist list to the City Council;
- Community leader reception;
- Meet and greet;
- Search Committee and key community leader dinner meeting;
- “Round Robin” forum meetings with various community groups during a multi-day interview process; and,
- Site visits by citizen committee members to the finalist candidates’ communities to report back.

Step 6: Interview Process

Once the finalists have been selected, SGR will coordinate with you to schedule interviews.

First Year Game Plan (if desired)

“First Year Game Plan” process where finalist candidates are provided with elected official, key staff, and community leader contact information, and the candidates are given free rein to make contact with all of them in advance and use those insights to develop a “first year game plan” based on what they know so far. Feedback is received from the key contacts on their impressions of the finalist candidates from the interactions with the candidates prior to the interviews. This exercise provides the opportunity to evaluate candidates’ written and interpersonal communication skills, as well as critical analysis skills.

Conduct Interviews

SGR will schedule interviews at a date/time convenient to your organization. This process can be as simple, or as complex, as your organization desires. SGR will help you determine the specifics you need. SGR will prepare sample interview questions and will participate throughout the process to make it smooth and efficient.

Deliberations

At this meeting, SGR will facilitate a discussion about the finalist interviews and assist the Search Committee in making a decision on whether to bring back one or more candidates for a second interview.

Reference Checks

Our reference checks are the most comprehensive in the industry. We place very little confidence on the references provided by the candidates since those can be expected to be biased. Instead, we will typically talk to as many as 20 professional contacts for a given

candidate including elected officials, direct supervisors, direct reports, internal organizational peers, professional peers in other organizations, civic leaders, and media representatives. We always seek out the candidate's greatest critics and greatest fans to ensure a complete, yet balanced, perspective and overview of each candidate.

Step 7: Negotiations and Hiring Process

Once the organization is ready to make an offer, SGR can provide additional assistance to the client in the following areas.

Determine the Terms of an Offer

Upon request, SGR will provide comparative data for selected organizations, appropriate employment agreement language, and other similar information to assist you in determining an appropriate offer to extend to your candidate of choice.

Negotiate Terms and Conditions of Employment

SGR will assist to whatever degree you deem appropriate in conducting negotiations with the chosen candidate. SGR will determine and define any special needs or concerns of the chosen candidate, including anything that could be a complicating factor. SGR is experienced and prepared to help craft win-win-solutions to negotiation "log-jams."

Transition Strategy

There are a variety of transition issues when hiring a new executive. SGR will brief the client on transition issues that need to be addressed and will provide a recommendation on what actions to take. Together, we will create a transition strategy that builds the foundation for a successful long-term relationship.

Step 8: Post-Hire Team Building Analysis (supplemental service)

SGR can provide a customized team building workshop after you hire for the position. SGR utilizes I-OPT, which is a validated measurement tool that shows how a person perceives and processes information. Because people "see" different things when they assess a situation, they are motivated to take various courses of action, so understanding you and your colleagues' I-OPT Profiles will enable you to work much more effectively as a team. Price is \$4,000 for a half-day onsite workshop, plus travel expenses, and \$150 per person for I-OPT reports (if not previously completed as part of the search process), which include Individual Analysis Report, Emotional Impact Management Report, Change Management Report, and Team Management Report. Two-Person Reports can be ordered for an additional fee of \$50 per report.

TAB 6

Timeline (Standard Search)

Task	Weeks
<ul style="list-style-type: none"> Contract Executed Outline Project Plan, Timeline Individual Interviews with Search Committee/ Key Personnel/ Community Leaders (if desired) 	Weeks 1
<ul style="list-style-type: none"> Development of Position Profile Brochure Search Committee Reviews and Approves Brochure 	Weeks 2-3
<ul style="list-style-type: none"> Ad Placements Accept Applications Email Distribution and Marketing of Position Profile 	Weeks 4-7
<ul style="list-style-type: none"> Triage and Scoring of Resumes 	Week 8
<ul style="list-style-type: none"> Search Committee Briefing (Slide Presentation)/Select Semifinalists Candidates Complete Questionnaire and Online Interviews Stage 1 Media Searches 	Week 9
<ul style="list-style-type: none"> Deliverable: Semifinalist Briefing Books 	Week 10
<ul style="list-style-type: none"> Search Committee Briefing/Select Finalist Candidates 	Week 11
<ul style="list-style-type: none"> Comprehensive Media Search Stage 2 Comprehensive Background Screening Report Candidates Complete DiSC Management Assessment Candidates Complete I-OPT Assessment 	Weeks 12-13
<ul style="list-style-type: none"> Deliverable: Finalist Briefing Books 	Week 14
<ul style="list-style-type: none"> Stakeholder Engagement (if desired) Conduct Interviews Deliberations Reference Checks Negotiations Announcement/Press Release 	Week 15

****Each search timeline is different based on the particular needs of the organization. SGR has completed searches in as little as 45 days, although this is not the recommended approach. We have also extended searches well beyond 15 weeks, based on the preference of the client.***

TAB 7

Project Cost

All-Inclusive Maximum Price

Professional Services Fee:	\$ 18,500
<u>Expenses Not-to-Exceed:</u>	<u>\$ 8,500</u>
All-Inclusive, Not-to-Exceed Maximum Price:	\$ 27,000*

Expense Items (*Included in Not-to-Exceed Price Above*)

SGR considers incidentals to be covered by the professional services fee, and we do not bill the client for any expenses except for those explicitly detailed herein.

Expense items include:

- Professional production of a high quality brochure. This brochure (typically 3-4 pages) is produced by SGR's graphic designer for a flat fee of \$1,500.
- Ad placement in appropriate professional publications, including trade journals and websites, and related advertising to announce the position. This is billed at actual cost, with no markup for overhead.
- Printing of documents and materials. Reproduction costs for reports and briefing books presented to the client at 23 cents per copy, plus the cost of binders/binding. Flash drives are billed at \$10 each.
- Online interviews. There is a cost of \$200 for each recorded online interview. SGR recommends conducting online interviews at the semifinalist stage (up to 12 semifinalists).
- Psychometric Assessments. There is a cost of \$150 per candidate for the DiSC Management Profile. There is a cost of \$150 per candidate for the I-OPT Assessment as well (up to 4 finalists).
- Comprehensive Media Reports – Stage 2. There is a cost of \$350 per candidate. SGR recommends conducting Stage 2 media searches on the finalist candidates (up to 4 finalists).
- Comprehensive Background Investigation Reports. There is a cost of \$300 per candidate for comprehensive background screening reports prepared by our licensed private investigations provider. SGR recommends conducting comprehensive background investigations on the finalist candidates (up to 4 finalists).
- Travel and related costs for the Project Manager incurred for the benefit of the client. Meals are billed back at a per diem rate of \$10 for breakfast, \$15 for lunch, and \$25 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead.

***Supplemental Services**

The supplemental services listed below are not included in the maximum price above. These include:

- Candidate Travel. Candidates are typically reimbursed directly by the client for travel expenses. If the client prefers a different arrangement for candidate travel, SGR will be glad to accommodate the client's wishes.
- Recruitment video. SGR offers the option of a customized recruitment video for a cost of \$5,000.
- Post-Hire Team Building Analysis. A half-day onsite workshop is \$4,000, plus travel expenses, and \$150 per person for I-OPT reports (if reports were not previously completed as part of the search process), which include Individual Analysis Report, Emotional Impact Management Report, Change Management Report, and Team Management Report. Two-Person Reports can be ordered for an additional fee of \$50 per report.
- Site Visits to Communities of Finalist Candidates. If desired, the Project Manager will travel to the communities of the finalist candidates to conduct onsite visits. Site visits will be charged at a day rate of \$1,000 per day, plus travel expenses.
- In the unexpected event the client shall request that unusual out of pocket expenses be incurred, said expenses will be reimbursed at the actual cost with no mark up for overhead.
- If the client desires any supplemental services not mentioned in this section, an estimate of the cost and hours to be committed will be provided at that time, and no work shall be done without approval. Supplemental services will be billed out at \$250 per hour.

Billing

Professional fees for the search are billed in three equal installments during the course of the search. The initial installment is billed after the Organizational Inquiry and Analysis is completed and the position profile has been created. The second installment is billed when semifinalists are selected. The final installment is billed at the conclusion of the search. Expense (reimbursable) items and supplemental services will be billed with each of the three installments, as appropriate.

TAB 8

Provision of Service Guarantee

SGR guarantees that you will be satisfied with the results of the search process, or we will repeat the entire process at no additional professional fee until you find a candidate that you desire. Additionally, if you select a candidate (that SGR has fully vetted through the recruitment process) who resigns or is released within 24 months of their hire date, SGR will repeat the process at no additional professional fee to the client. We also guarantee that we will not directly solicit a candidate we bring to you for another job.

TAB 9

References

Jon Amundson, Assistant City Manager
City of Richland, Washington (pop. 47,000)
Email: jamundson@ci.richland.wa.us
Phone: 509-942-7380

Lynn Barboza, Human Resources Manager
City of Las Vegas, Nevada (pop. 567,000)
Email: lbarboza@lasvegasnevada.gov
Phone: 702-229-4879

Matt Mueller, Town Manager
Town of Little Elm, Texas (pop. 5,100)
Email: mmueller@littleelm.org
Phone: 214-975-0405

Tom Hayden, Mayor
Town of Flower Mound, Texas (pop. 67,000)
Email: mayor@flower-mound.com
Phone: 214-384-1105

Randy Rhoads, Mayor
City of Lee's Summit, Missouri (pop. 92,000)
Email: randy.rhoads@cityofls.net
Phone: 816-969-1030

Alan Guard, City Manager
City of Chickasha, Oklahoma (pop. 17,000)
Email: aguard@chickasha.org
Phone: 405-222-6045

Tim Pogue, Mayor
Haley Morrison, HR Director
City of Ballwin, Missouri (pop. 30,000)
Email: tpogue@ballwin.mo.us
Email: hmorrison@ballwin.mo.us
Phone: 636-207-2332

TAB 10

Recent City Manager and Deputy/Assistant City Manager Searches

2016

City/Town Manager

- Amarillo, Texas (pop. 189,000) – in process
- Angleton, Texas (pop. 19,000) – in process
- Bethany, Oklahoma (pop. 19,000) – in process
- Clarksville, Indiana (pop. 22,000) – in process
- Davenport, Iowa (pop. 101,000) – in process
- Des Moines, Washington (pop. 29,000) – in process
- Elgin, Texas (pop. 10,000) – in process
- Gunnison, Colorado (pop. 5,500) – in process
- Lake Dallas, Texas (pop. 8,000) – in process
- Palm Beach Shores, Florida (pop. 1,500)*
- Sweetwater, Texas (pop. 10,000) – in process
- Valley Center, Kansas (pop. 5,000) – in process
- Williston, North Dakota (pop. 13,000) – in process

2015

City/Town Manager

- Abilene, Texas (pop. 118,000)
- Altus, Oklahoma (pop. 19,000)
- Alvin, Texas (pop. 23,000)
- Arcadia, Florida (pop. 7,500)*
- Azle, Texas (pop. 11,500)
- Baytown, Texas (pop. 70,000)
- Ballwin, Missouri (pop. 30,000)
- Bedford, Texas (pop. 49,000)
- Bridgeport, Texas (pop. 6,000)
- Casper, Wyoming (pop. 53,500)
- Forney, Texas (pop. 16,000) – in process
- Georgetown, Texas (pop. 50,000)
- Granbury, Texas (pop. 6,800)
- Guthrie, Oklahoma (pop. 10,000)
- Hot Springs, Arkansas (39,000)
- Kaufman, Texas (pop. 8,900)
- Lamesa, Texas (pop. 9,300)
- Missouri City, Texas (pop. 74,500)
- Montgomery, Texas (pop. 600)
- Mount Pleasant, Tennessee (pop. 4,500)*
- Muskegon Heights, Michigan (pop. 11,500) – in process
- Northglenn, Colorado (pop. 34,000)
- Port Lavaca, Texas (pop. 11,000) – in process
- Sealy, Texas (pop. 6,000)
- St. Charles, Missouri (pop. 65,000)
- Stillwater, Oklahoma (pop. 46,000)

Deputy/Assistant City Manager

- Bellevue, Washington, DCM (126,600)
- Fort Worth, Texas, ACM (pop. 790,000)
- Georgetown, Texas, ACM (50,000)
- Waco, Texas, ACM (pop. 129,000)

2014

City/Town Manager

- Chapel Hill, Tennessee (pop. 1,500)*
- Converse, Texas (pop. 19,500)*
- Duncanville, Texas (pop. 36,400)
- Fate, Texas (pop. 7,000)
- Galveston, Texas (pop. 56,000)*
- Joshua, Texas (pop. 6,000)
- Kilgore, Texas (pop. 13,000)
- Kyle, Texas (pop. 30,500)
- Lindale, Texas (pop. 5,000)
- Miami, Oklahoma (pop. 13,500)
- Nolensville, Tennessee (pop. 3,100)*
- Port Arthur, Texas (pop. 56,700)
- Port Lavaca, Texas (pop. 11,000)*
- Stephenville, Texas (pop. 17,400)
- Tyler, Texas (pop. 98,800)

Deputy/Assistant City Manager

- Addison, Texas, DCM (pop. 15,700)
- Denison, Texas, ACM (pop. 24,000)
- El Paso, Texas, DCM-Transportation and Public Works (672,000)*
- Manhattan, Kansas, ACM (pop. 56,000)*
- Plainview, Texas, ACM (pop. 3,200)*

2013

City/Town Manager

- Bellaire, Texas (pop. 17,000)
- Big Spring, Texas (pop. 27,500)*
- Burien, Washington (pop. 49,000)
- Burkburnett, Texas (pop. 10,500)
- College Station, Texas (pop. 98,000)
- Delray Beach, Florida (pop. 62,000)*
- Fate, Texas (pop. 800)
- Ferris, Texas (pop. 2,500)
- Henderson, Texas (pop. 14,000)
- League City, Texas (pop. 88,000)
- Manhattan, Kansas (pop. 56,000)*
- Owasso, Oklahoma (pop. 31, 500)
- Pearland, Texas (pop. 96,000)

- San Marcos, Texas (pop. 50,000)
- Sikeston, Missouri (pop. 16,000)
- South Padre Island, Texas (pop. 3,000)
- Wills Point, Texas (pop. 3,500)

Deputy/Assistant City Manager

- Amarillo, Texas, ACM- Development Services (pop. 195,000)
- Cape Girardeau, Missouri, ACM-Development Services (pop. 38,500)*
- Cape Girardeau, Missouri, ACM-Administrative Services (pop. 38,500)*
- McKinney, Texas, DCM (pop. 143,000)*
- Orange County, North Carolina, ACM (pop. 138,000)*

2012

City Manager

- Argyle, Texas (pop. 3,500)
- Bainbridge Island, Washington (pop. 23,000)
- Breckenridge, Texas (pop. 5,500)
- Burkburnett, Texas (pop. 11,000)
- Canton, Texas (pop. 3,500)
- Cleveland, Texas (pop. 7,600)
- Duncanville, Texas (pop. 39,000)
- Elk City, Oklahoma (pop. 12,000)
- Fate, Texas (pop. 7,500)
- Flower Mound, Texas (pop. 67,500)
- Guthrie, Oklahoma (pop. 10,500)*
- Hot Springs, Arkansas (pop. 35,000)
- Huntsville, Texas (pop. 39,500)
- Jacksboro, Texas (pop. 4,000)
- La Porte, Texas (pop. 34,500)
- Little Elm, Texas (pop. 28,500)
- Miami, Oklahoma (pop. 13,500)
- Paris, Texas (pop. 25,000)
- Piney Point Village, Texas (pop. 3,200)*
- Rockwall, Texas (pop. 39,000)
- San Angelo, Texas (pop. 95,500)
- Texarkana, Texas (pop. 37,000)
- Van Alstyne, Texas (pop. 3,000)
- Willow Park, Texas (pop. 4,000)

Deputy/Assistant City Manager

- Brentwood, Tennessee, ACM (pop. 39,000)*
- Cedar Park, Texas, ACM (pop. 58,000)
- Corpus Christi, Texas, ACM (pop. 312,000)
- Victoria, Texas, ACM (pop. 64,000)*

2011

City Manager

- Breckenridge, Texas (pop. 5,500)
- College Station, Texas (pop. 98,000)*
- Gonzales, Texas (pop. 7,000)
- Kilgore, Texas (pop. 13,500)
- Van Alstyne, Texas (pop. 3,000)
- Yoakum, Texas (pop. 5,500)

2010

City Manager

- Amarillo, Texas (pop. 195,000)
- Burkburnett, Texas (pop. 10,500)
- Denison, Texas (pop. 23,000)

Deputy/Assistant City Manager

- Midland, Texas, ACM (pop. 119,000)*

*Component based services include, but are not limited to, social media and marketing, application management, psychometric assessments, background investigation reports, media search reports, reference checks, and resume evaluations.

Population numbers are approximate. Resource: www.City-Data.com

Executive Search Clients

Abilene, Texas	Chapel Hill, Tennessee	Galveston, Texas
Addison, Texas	Chickasha, Oklahoma	Georgetown, Texas
Alamo Heights, Texas	Cleveland, Texas	Gonzales, Texas
Alice, Texas	College Station, Texas	Granbury, Texas
Allen, Texas	Colleyville, Texas	Grand Prairie, Texas
Altus, Oklahoma	Colorado River Municipal Water District, Texas	Grapevine, Texas
Alvin, Texas	Commerce, Texas	Greenville, Texas
Amarillo, Texas	Converse, Texas	Guthrie, Oklahoma
Anna, Texas	Copper Canyon, Texas	Hallandale Beach, Florida
Arcadia, Florida	Corpus Christi, Texas	Hancock County Port & Harbor Commission, Mississippi
Argyle, Texas	Dalhart, Texas	Harris County ESD No. 48, Texas
Arlington, Texas	Dalworthington Gardens, Texas	Henderson, Texas
Atlanta, Texas	Delray Beach, Florida	Hewitt, Texas
Azle, Texas	Denison, Texas	Highland Park, Texas
Bainbridge Island, Washington	Denton, Texas	Hot Springs, Arkansas
Ballwin, Missouri	Denton County Fresh Water Supply District 1-A, Texas	Hudson Oaks, Texas
Baytown, Texas	Duncanville, Texas	Huntsville, Texas
Bedford, Texas	El Paso, Texas	Hutchinson, Kansas
Bellaire, Texas	El Paso MPO, Texas	Hutto EDC, Texas
Bellevue, Washington	Elk City, Oklahoma	Irving, Texas
Big Spring, Texas	Fairview, Texas	Jacksboro, Texas
Breckenridge, Texas	Farmers Branch, Texas	Jacksonville Development Corporation, Texas
Brentwood, Tennessee	Farmersville, Texas	Joshua, Texas
Bridgeport, Texas	Farmington, New Mexico	Kalamazoo County Consolidated Dispatch Authority, Michigan
Burkburnett, Texas	Fate, Texas	Kaufman, Texas
Burleson, Texas	Ferris, Texas	Keller, Texas
Burien, Washington	Flower Mound, Texas	Kilgore, Texas
Burnet, Texas	Forney, Texas	Kyle, Texas
Canton, Texas	Fort Worth, Texas	La Porte, Texas
Cape Girardeau, Missouri	Freeport, Texas	Lakeland, Florida
Casper, Wyoming	Friendswood, Texas	
Cedar Hill, Texas	Gainesville, Texas	
Cedar Park, Texas		

Executive Search Clients

Lakeway, Texas	Orange County, North Carolina	Sikeston, Missouri
Lamesa, Texas	Overland Park, Kansas	Socorro, Texas
Lancaster, Texas	Owasso, Oklahoma	Southlake, Texas
Las Vegas, Nevada	Palestine, Texas	South Padre Island, Texas
Lawton, Oklahoma	Palm Beach Shores, Florida	St. Charles, Missouri
League City, Texas	Paris, Texas	Stephenville, Texas
Leander, Texas	Pearland, Texas	Stillwater, Oklahoma
Lee County, Florida	Piney Point Village, Texas	Sugar Land, Texas
Lenexa, Kansas	Plainview, Texas	Sunny Isles Beach, Florida
Levelland, Texas	Plano, Texas	Temple, Texas
Lewisville, Texas	Port Arthur, Texas	Terrell, Texas
Lindale, Texas	Port Lavaca, Texas	Texarkana, Texas
Little Elm, Texas	Port Neches, Texas	TexAmericas Center, Texas
Longview, Texas	Prosper, Texas	Thompson's Station, Tennessee
Lorena, Texas	Red Oak, Texas	Tomball, Texas
Los Lunas, New Mexico	Richardson, Texas	Trinidad, Colorado
Lufkin, Texas	Richland, Washington	Trophy Club, Texas
Manhattan, Kansas	Richland Hills, Texas	Tyler, Texas
McKinney, Texas	Riverbend Water District, Texas	Van Alstyne, Texas
McKinney EDC, Texas	Rockwall, Texas	Victoria, Texas
Memorial Villages PD, Texas	Round Rock, Texas	Waco, Texas
Miami, Oklahoma	Rowlett, Texas	Washoe County, Nevada
Midland, Texas	Royse City, Texas	Waxahachie, Texas
Midlothian, Texas EDC	Sachse, Texas	Weatherford, Texas
Missouri City, Texas	San Angelo, Texas	Westlake, Texas
Montgomery, Texas	San Marcos/Hays County EMS, Texas	West Lake Hills, Texas
Mount Pleasant, Tennessee	San Marcos, Texas	Westworth Village, Texas
Mount Pleasant, Texas	Seabrook, Texas	Wheat Ridge, Colorado
Mustang, Oklahoma	Seagoville, Texas	Willow Park, Texas
Nolensville, Tennessee	Sealy, Texas	Wills Point, Texas
Northglenn, Colorado	Shoreline, Washington	Yoakum, Texas
North Richland Hills, Texas	Shreveport, Louisiana	
North Texas Emergency Communications Center, Texas		

Executive Search Recruited Positions

Administration

Assistant City Manager
Assistant County Manager
City Manager/City Administrator
City Secretary
Deputy City Manager
Director of Administration

Administrative Services/Internal Services

Administrative Services Director
Arts Director
Assistant Municipal Garage Superintendent
Chief Performance Officer
Director of Human Resources & Risk Management
Director of Operations and Maintenance
Facilities Services Manager
Fixed-Base Operator Services
Fleet Equipment Services Manager
Human Resources/Civil Services Director
Intergovernmental Services Manager
Management Assistant
Manager of Town Services

Animal Services/Environmental Health

Animal Services Manager
Animal Shelter Manager
Animal Welfare Director
Animal Welfare Manager
Assistant Director of Code Compliance/Animal Welfare
Chief Medical Examiner
Director of Regional Animal Services
Environmental Health Director
Executive Director of Animal Services

Development Services

Assistant Property Management Director
Building Official
Chief Building Official
City Inspector
Community Development Director/Manager
Community Services Administrator
Deputy Director of Development Services
Development Services Director
Municipal Services Director
Neighborhood Services Director
New Urbanist
Planning & Community Development Director
Property Management Director
Senior Building Inspector/Building Inspector
Tourism and Community Development Director

Economic Development, CVB

Assistant Economic Development Director
CVB Executive Director
Director of the Office of ED (County)
Downtown Development Director
Economic Development Corporation President/CEO
Economic Development Director/Executive Director
Executive Director of Port & Harbor Commission
Vice President/Chief Econ Development Officer

Finance

Accounting Services Supervisor
Assistant Director of Finance
Assistant Director of Finance - Treasury
Budget Officer
Budget Manager
Capital Projects Budget Manager
Chief Financial Officer
Deputy Director of Finance
Finance Controller/Auditor/Comptroller
Finance Director
Finance Manager
Senior Accountant
Senior Budget Analyst
Treasury Supervisor

Information Technology

Chief Technology Officer/Chief Information Officer
IT Assistant Director
IT Developer
IT Director
IT Manager
IT Manager (Police Department)
GIS Manager
Senior Software Developer

Legal

Assistant City Attorney
City Attorney (Individual and Firm)
Court Administrator
Director of Municipal Court Services
First Assistant City Attorney

Library

Librarian
Library Director
Senior Librarian

Executive Search Recruited Positions

Marketing and Community Engagement

Community Relations Manager
Community Services Director
Director of Marketing and Community Engagement
Public Information Officer
Public Relations Coordinator

Metropolitan Planning Organization

Director of Metropolitan Planning Organization

Museum

Museum Director

Parks and Recreation

Parks and Recreation Director
Park Superintendent
Program Area Manager (Parks)
Recreation Superintendent

Public Safety/EMS/Emergency Management

Assistant Fire Chief
Assistant Police Chief
Chief of Public Safety
Emergency Management Coordinator
EMS Executive Director
Executive Director
Fire Chief
Lieutenant
Police Chief

Public Works/Utilities/ Engineering

Assistant City Engineer
Assistant General Manager for Water District
Assistant Utilities Director
Chief Plant Operator
City Engineer
City Planner
Deputy Director of Utilities
Director of Engineering & Environmental Services
Director of Projects & Engineering
Director of Public Services
Director of Utilities
Engineering Project Manager
Engineering Services Manager for Water District
Planning & Engineering Director
Planning Manager
Public Works Assistant Director
Public Works Director
Water District Executive Director
Water District General Manager

TAB 11

Unsolicited Feedback Regarding SGR's Performance

Following are a few unsolicited quotes from emails we have received. This unsolicited feedback demonstrates that our practice of using the Golden Rule to determine how we treat everyone leaves no doubt in the minds of both clients and candidates that we are truly superior to the competition. We do not include names to avoid the suggestion of an endorsement, which is prohibited under the ICMA Code of Ethics.

December 2015: "SGR really is a class act and I appreciate the personal nature of your communications – you must have an excellent staff. I have been through more than a few applications while transitioning from the military, and I will tell you that your company stands at the top."

November 2015: "I sincerely believe your personal courtesy and agency is the most professional of any I have ever experienced."

October 2015: "One of the reasons I enjoy working with your firm is you still have the old fashion courtesy of keeping candidates updated. It is really appreciate, whether we are the successful one(s) or not."

July 2015: "You have been 'top notch' in your communication and willingness to share resources."

June 2015: "Please allow me to tell you how very much I appreciate your kind and thoughtful e-mail. Civility and class never go out of style."

April 2015: "I'm very impressed with how well SGR works on recruitment. I really appreciated all of the follow-up emails and how much communication you provide. Should any city I work for in the future seek an executive recruitment, I would not hesitate to recommend SGR."

April 2015: "This is the most informative and personable search communication that I've ever received from an executive search firm. Kudos to you! I've been receiving the notification updates."

March 2015: "Thanks, [Executive Recruiter]. You and [SGR staff] made it an enjoyable experience and I am very pleased with the results. I hope we don't need your services anytime soon, but if we do, I will call you first.]

November 2014: "It was a pleasure working with you and your team, [Executive Recruiter]. SGR is a great organization and I'm very proud to work with you all!"

October 2014: "Fantastic, you are making this whole process easy, informative and pleasant. Thank you for your attention and patience."

August 2014: "Amazing customer service. It is so obvious that your whole team really cares and is very passionate about what they do. It is the best I have ever experienced."

August 2014: “My experience during this process has been excellent. It can be unnerving to be on this side of the recruitment. You and your team have provided excellent communications and updates. Your efforts are greatly appreciated. I am very pleased to continue in the process.”

August 2014: “Thanks so much for the quick response. I just have to ask - do you folks work 24/7? I get emails from you, [SGR staff] and Ron on the weekends, late at night, early in the morning. I must say, I've been in local government a long time and have never experienced a firm as responsive, prompt, courteous, and informative you all at SGR. You guys are fantastic!”

July 2014: “Not the news I was hoping for, but I'm glad you have such a great field of candidates. Once again, from my experience, you and your team execute the most professional search!”

July 2014: “I was very impressed with our meeting and I feel like you were really listening to all the concerns and suggestions of the committee. Thank you very much for keeping me posted and I look forward to hearing from you soon.”

July 2014: “I just want to thank you for the work that [Executive Recruiter] and SGR did on our recent Fire Chief search. Once again, you guys knocked it out of the park. [Executive Recruiter] was extremely accommodating, extremely accessible and extremely patient. He even indulged me when I asked tons of questions. You both are such great guys. I feel privileged to work with you guys and consider you friends. Thanks again.”

July 2014: “I just wanted to take a moment and validate what I am sure you already know...your staff is top shelf! I recently went through the [city] [position] search with your company and everybody that I worked with at SGR was stellar; it was a pleasure working with each of them. [SGR staff] and especially [Executive Recruiter] were true professionals and kept me abreast of the process every step of the way with no surprises. It speaks volumes about SGR that you can attract and retain such quality individuals.”

June 2014: “The selection process has ended for me as the [city] has gone with another candidate but I wanted to express my thanks to you for the assistance you provided me during my preparation. The information you provided was valuable and assisted me greatly. Thank you again, and I wish you and SGR all the best in the future.”

June 2014: “I can already tell the SGR executive recruitment process is quite an experience. You and your team do a great job and I have no doubt you drive additional business through your courtesy and responsiveness to candidates. In short, extremely well done!”

June 2014: “Thanks for keeping us all updated...it speaks volumes for SGR's corporate culture and your personal integrity. I know that you know full well what we go thru. You guys are awesome and no matter the outcome of this process I will chalk it up to another positive experience with working with SGR.”

May 2014: “We really appreciate all your help. Note: every candidate complimented [Executive Recruiter] and SGR!”

April 2014: “My compliments again to SGR and the [city] on a well-organized, innovative, and highly responsive recruitment process.”

March 2014: “I really appreciate all your help from start to finish in our search for a new city manager. I will definitely call you the next time we have an opening we need help filling. There is no doubt we, as a city, made the right decision to select SGR to bring us quality candidates.”

March 2014: “Just a brief note to thank you both, and particularly [Executive Recruiter], for the professional and thorough search effort. Our final selection of [candidate] received unanimous support. This result speaks to the merits of the SGR process in recruiting and selecting the kind of top talent we were after.”

October 2013: “I cannot begin to thank [SGR] enough for the services that were provided. SGR did an incredible job with this search. It ran very smoothly and efficiently. I cannot think of one thing that could be improved. Thank you so much!”

October 2013: “Just a short note to thank you for the multiple communications regarding your search. You folks are a class act as one rarely hears a thing from a search these days.”

September 2013: “Thank you so much for a superb effort in assisting us in a search for [position]. ... I would recommend SGR to anyone. Your process is one that is highly likely to lead to success, certainly more so than a typical head-hunting outfit.”

September 2013: “This was without a doubt as professional as I have seen. You did an amazing job. I look forward to working with you in the future. Thank again.”

July 2013: “Just a brief note to say thank-you for considering me for [position]. While I am obviously disappointed in the final outcome, I cannot help but view the overall experience positively...I would also like to thank you for your professionalism through the process. You are a credit to your firm, and do all of us who serve the public a great service.”

July 2013: “On behalf of [Department Head] and our entire HR team, I just want to thank you and your team members for making this search such a smooth and easy process for us.”

June 2013: “I want you to know that [Executive Recruiter] did a fantastic job for us. He got us an outstanding list of applicants, made excellent recommendations regarding who we should be considering, and it was just a really terrific effort on SGR’s part all the way around. [SGR staff] was most helpful during the posting process and wonderful to deal with over the phone. Your company added tremendous value to the process.”

May 2013: “THANK YOU FOR ALL YOUR ASSISTANCE! What an AMAZING team at SGR... I’m loving this experience working with you all.”

April 2013: “It has been a pleasure being considered for the position [with client]. Although not chosen for the position, I feel I am better prepared for future interviews (live or recorded) due to my interaction with Strategic Government Resources. The level of professionalism shown by your entire staff at SGR has been exemplary. Throughout the entire process phone messages and emails were returned promptly, enabling me to become more prepared for the interview

process. If I can be of any assistance to you in the future, please do not hesitate to call upon me.”

February 2013: “[Executive Recruiter] and SGR deserve significant credit for not only helping us find the best fit for our community but moreover for being an integral component in ensuring the [client] has vital human resources necessary to meet [department] challenges ahead and excel beyond the goals set before us. For your guidance and expertise, we are truly appreciative.”

January 2013: “Thank you. The fact that you have continually taken the initiative to keep me up to date speaks volumes to your ethics and professionalism. Quite honestly, both of these qualities have become less evident in the field.”

December 2012: “Your firm and employees have a level of caring and customer service our organization aspires to. You have made excellence of product and service the standard for your firm. You guys are one of very few firms (maybe the only one I know of) that has made superior customer service its everyday standard to the point where even great customer service would be a letdown.”

September 2012: “I have really enjoyed being able to participate in the recruitment process to date. I was especially intrigued with the use of online interview technology...I also really like the way you’ve organized the First Year Game Plan exercise. It’s a really neat way for the candidates, city staff and council members to get to know one another better before the formal interviews take place.”

September 2012: “Like many in the city manager profession, I have experienced and participated in a number of different search processes as a candidate as well as employer. The search process for the [client] City Manager position was my first experience with a search conducted by SGR. Without question, your process was the most thorough search I have experienced in 25 years and dozens of searches. As a candidate, I felt the process challenged me to be extremely well-informed about the position and the community. In addition, all SGR representatives provided me with accurate, timely and complete information throughout the search process. Congratulations and thank you!”

June 2012: “Again, I want to THANK YOU and your staff I have had the pleasure to work with. There definitely is a reason you are swamped with searches. The “Golden Rule” is serving SGR well. Please know that [staff members] have all been great and they have certainly helped me through this transition.”

TAB 12



CITY OF BALLWIN, MISSOURI

City Administrator Position Profile

THE COMMUNITY

Located in the heart of prestigious West St. Louis County, Ballwin, Missouri is a dynamic community of more than 30,000 residents. Covering 10 square miles, the city is ideally situated in the St. Louis Metro area with easy access to Interstates 270, 64, and 44. Ballwin is the fifth largest city in St. Louis County which has a population of more than 1 million people. Ballwin is located 30 minutes from the St. Louis–Lambert International Airport and only 40 minutes from downtown St. Louis.

Ballwin was founded in 1800 by John and Mary Bray Ball. The town's original name was Ballshow and was changed to Ballwin in 1837. Ballwin grew from a small town with few homes and businesses to a small village of 750 people when it was incorporated on December 29, 1950 as a City of the Fourth Class under Missouri Law.

Named as **“One of the Best Places to Live”** by *Money Magazine* in 2005, 2011, and again in 2013, Ballwin prides itself on the wide range of programs and services available to its residents. Consistently recognized as one of the safest and best places to raise a family, Ballwin was designated **“2nd Safest City in Missouri”** and **“9th Safest City in the US”** by Neighborhood Scout. In 2012, Ballwin was named by both *Businessweek* and *Family Circle* magazines as a **“Top City for Family”** and one of the **“Best 10 Towns for Families”** respectively. In 2014 Ballwin was recognized as the **#7 Top Small City in Missouri** by Cities-Journal.com.

Ballwin offers a wide range of quality of life amenities. Two state-of-the-art recreational facilities, The Pointe at Ballwin Commons Community Center and North Pointe Family Aquatic Center, provide exceptional opportunities for family fun, leisure time, and personal fitness. Ballwin's municipal golf course is recognized as the best public nine-hole facility in the area and was acclaimed with the prestigious *“Editor's Choice Award”* by *St. Louis magazine* as **“Best Quality Golf.”**

Beautiful Vlassis Park is the crown jewel of the City's parks system and covers 31 acres featuring baseball diamonds, tennis courts, ponds, a pavilion, volleyball courts, and an array of outdoor and recreational elements. The park is home to the annual Ballwin Days festival featuring activities for the entire family including a parade, carnival rides, fireworks, live entertainment, and the Ballwin Days 5K and 1 Mile Run.

Residents and visitors enjoy easy access to various professional sports teams including the St. Louis Cardinals, the St. Louis Blues, and the St. Louis Rams. With Castlewood State Park and Meramac River nearby, there are ample opportunities for a variety of outdoor adventures.





City of Ballwin, Missouri // City Administrator Position Profile

THE COMMUNITY, continued

Quality education is a priority in Ballwin. The community is served by two AAA rated districts. The premiere Rockwood School District serves 21,351 students in grades Pre-K through 12 on 30 campuses. Rockwood SD is recognized for high student achievement, outstanding teachers and staff, and great community support. Parkway School District serves 17,148 students in grades Pre-K through 12. Parkway's college entrance exam scores are among the best in the county and the District has 14 nationally recognized "Blue Ribbon" schools of excellence. Additionally, Parkway is accredited and recognized for "Distinction in Performance for High Achievement," the highest rating available by the Missouri Department of Elementary and Secondary Education.

Several major universities and colleges are located nearby including Washington University, St. Louis University, Maryville University of St. Louis, Missouri Baptist University, Webster University, St. Louis Community College, Lindenwood University, and University of Missouri-St. Louis.

The median income in Ballwin is \$81,351, and the average home price is \$210,000.

GOVERNANCE & ORGANIZATION

The City of Ballwin operates under a Mayor-Alderman-City Administrator form of government. The Mayor and eight Aldermen make up the governing body and serve two-year terms. The Mayor is elected at large, and two Aldermen are elected from each of four wards. The City Administrator is the chief administrative official of the City and is responsible to the Mayor and Alderman for the day-to-day operations of the organization. The City Administrator is designated by ordinance to retain authority for all personnel decisions.

The City has 142 employees organized into four departments including Administration, Parks and Recreation, Police, and Public Works. Administration encompasses legislation, public relations, occupancy/building permits and inspections, code enforcement, planning, zoning, licensing, finance, human resources, and municipal court.

The City has a 2015 operating budget of \$18.9 million. There has been no municipal property tax since 1987, and City services are financed primarily by sales tax, utility gross receipts taxes, and recreational revenues. Real estate taxes are collected by St. Louis County, the area school districts, and other governmental agencies. The utility tax rate is 7% and the sales tax rate is 8.113%.





City of Ballwin, Missouri // City Administrator Position Profile

LEADERSHIP & INNOVATION

There will be several key issues for the new City Administrator to address:

- Currently under review is the method of pooled sales tax distribution to municipalities in St. Louis County. Regardless, the new City Administrator should be prepared to explore viable new revenue sources to augment sales tax revenues.
- Several long-tenured department directors are expected to retire in the next three to seven years. It will be essential that the new City Administrator prepare for succession management and glean the significant “institutional memory” from these key staff members.
- Retention and attraction of retail businesses will be an important goal to ensure Ballwin’s continued economic growth in the region.
- The City seeks an initiative to encourage development of housing options for residents aged 55 and over with the City Administrator playing an important role in devising a plan.
- As with many communities, Ballwin has aging housing stock and aging infrastructure. The new City Administrator will need to develop a strategy to address these issues.
- The City Administrator will lead the development of a new city hall facility.

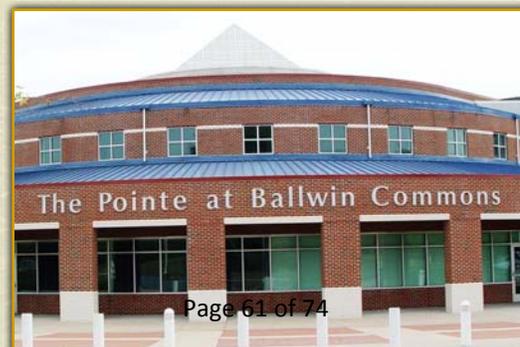


IDEAL CANDIDATE

The City of Ballwin has a very stable governing board. The Mayor and Aldermen seek a new City Administrator to lead the organization that includes a long-tenured senior staff and a dedicated work force that delivers a slate of high quality municipal services to residents. The current City Administrator is retiring after serving Ballwin in that role for 27 years.

The ideal candidate will:

- Desire to make Ballwin home for the long term
- Be energetic, yet have a calm and diplomatic leadership style
- Lead by example, maintain positive staff morale, and reward good work efforts
- Possess excellent presentation skills
- Be skilled at providing guidance to the governing board
- Have demonstrated knowledge of information technology and the use of social media
- Be active in the community
- Embrace innovation and be an “idea” person
- Have the ability to establish a leadership position among the city managers in St. Louis County





City of Ballwin, Missouri // City Administrator Position Profile

EDUCATION & EXPERIENCE

A Bachelor's Degree in public or business administration or a related field from an accredited college or university is required. A Master's Degree is required. The new City Administrator must have seven years of city management experience in a comparable community, or assistant city management experience in a larger city. Experience in a suburban community is a plus.

COMPENSATION & BENEFITS

The salary range for this position is \$120,000 - \$150,000 depending on qualifications and experience. The City participates in Missouri's Local Government Employees' Retirement System (LAGERS), and a full range of leave and insurance benefits is also provided. It is preferred that the chosen candidate establish residency in Ballwin. A car allowance and a relocation expense reimbursement are also provided.

APPLICATION PROCESS

Please apply online at <http://bit.ly/SGRCurrentSearches>

For more information on this position, contact:

Gary Holland, Senior Vice President
Strategic Government Resources
GaryHolland@GovernmentResource.com
405-269-3445

The position is open until filled. To view the status of this position, please visit:
<http://bit.ly/SGRCurrentSearches>

The City of Ballwin is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists for this position will be subject to a comprehensive background check.

RESOURCES

City of Ballwin, MO
www.ballwin.mo.us

Parkway School District
www.parkwayschools.net

Rockwood School District
www.rockwood.k12.mo.us



TAB 13



Background Screening Report

First Check
 PO BOX 92033
 Southlake, TX 76092
 Phone: 888-588-2525 / 888-588-2525
 Fax: 888-213-9341

FILE NUMBER	70100	REPORT DATE	04-02-2015
REPORT TO	STRATEGIC GOVERNMENT RESOURCES (20002) 1117 Bourland Rd Keller, TX 76248 Phone: 214-676-1691 Fax: -	ORDER DATE	04-02-2015 MELISSA VALENTINE
		TYPE	EXECUTIVE SEARCH - BACKGROUND CHECK

Application Information

APPLICANT	TESTCASE, JANET	SSN	XXX-XX-6789	DOB	10-05-1962
ADDRESS(ES)	19 FOREST DR	CITY / STATE / ZIP	BEDROCK, TX 75214		

Identity Development

Person Search - SSN TRACE/ ADDRESS VERIF

RESULTS	Records Found	SEARCH DATE	04-02-2015 1:48 PM MDT		
SSN SEARCHED	XXX-XX-6789	Applicant Information			
FULL NAME / SSN	DOB	ADDRESS	PHONE	REPORTED DATE(S)	
JANET TESTCASE		19 FOREST HILL BEDROCK, TX County: HIDALGO		First: 2015-01-16 Last: 2015-04-02	
JANET LYNN TESTCASE	1962-10-05	19 FOREST HILL BEDROCK, TX County: HIDALGO	(954)547-3984	First: 1995-02-13 Last: 2015-04-02	
JANET TESTCASE	1962-10-05	19 FOREST HILL BEDROCK, TX County: HIDALGO		First: 1995-02-13 Last: 2015-04-02	
JANET L TESTCASE		7863 SLEEPING LILY DR LAS VEGAS, MO 89178 County: JACKSON	(702)812-1460	First: 1991-12-31 Last: 1996-05-23	

SSN Information

SSN	VALID	ISSUED LOCATION	ISSUED DATE RANGE
XXX-XX-6789	Y		1975-1976

WARNING: This search may not be used as the basis for an adverse action on an applicant. It should only be used to verify or correct an applicant's information, or as a tool to further research of public records or other verifications.

Credit

Credit Summary

TOTAL TRADELINES	0	30 DAYS LATE	0
CURRENTLY SATISFACTORY	0	60 DAYS LATE	0
CURRENTLY DELINQUENT	0	90 DAYS LATE	0
PREVIOUSLY DELINQUENT	0	NEWEST TRADE	
COLLECTION/CHR OFFS	0/0	OLDEST TRADE	
PUBLIC RECORDS	0	INQUIRIES	0

Financial Summary

	#	PAYMENT	TTL BALANCE	PAST DUE	UTILIZATION
MORTGAGE	0	\$0	\$0	\$0	
INSTALLMENT	0	\$0	\$0	\$0	
OPEN	0	\$0	\$0	\$0	
REVOLVING	0	\$0	\$0	\$0	
OTHER	0	\$0	\$0	\$0	
	0	\$0	\$0	\$0	

Warning: Use careful judgment the past due column of this financial summary may possibly combine amounts of an original creditor with amounts from a collection agency collecting for the original creditor. A single debt could be included as a trade amount and with the collection agency. In a few cases, this single debt can appear as a judgment in the public records section, as well.

Variations

Personal Information Comparison

	NAME	SOC SEC	DOB	AKA
APPLICANT	TESTCASE, JANET	XXX-XX-6789	10/05/1962	
TU	TESTCASE, JANET	MISMATCH		

Address Comparison

APPLICANT	ADDRESS	REPORTED
TU	19 FOREST DR , BEDROCK, TX 75214	04-02-2015

Employment Comparison

COMPANY	POSITION	REPORTED
NO EMPLOYERS DEVELOPED		

Credit Bureau Report

Credit History

CREDITOR	OPENING DATE MONTHS REVIEWED	REPORTED DATE DLA	HIGH CREDIT	BALANCE	PAST DUE AMOUNT	HISTORICAL TIMES PAST DUE			TYPE TERMS	PRESENT STATUS	E C O A
						30	60	90+			

NO TRADELINES DEVELOPED

ECOA KEY: B = BORROWER; C = CO-BORROWER; S = SHARED; J = JOINT; U = UNDESIGNATED; A = AUTHORIZED USER

Public Records

NO PUBLIC RECORDS DEVELOPED

Prior Inquiries

CREDITOR	INQUIRY TYPE	DATE	SRC	KIND OF BUSINESS	ECOA
NO PRIOR INQUIRIES DEVELOPED					

Repository Remarks

TU High Risk Fraud Alert:Available and Clear (H01)
 TU A SUMMARY OF YOUR RIGHTS UNDER THE FAIR CREDIT REPORTING ACT

PARA INFORMACION EN ESPANOL, VISITE WWW.CONSUMERFINANCE.GOV/LEARNMORE O ESCRIBE A LA CONSUMER FINANCIAL PROTECTION BUREAU, 1700 G STREET N.W., WASHINGTON,DC 20006.

THE FEDERAL FAIR CREDIT REPORTING ACT (FCRA) PROMOTES THE ACCURACY, FAIRNESS, AND PRIVACY OF INFORMATION IN THE FILES OF CONSUMER REPORTING AGENCIES. THERE ARE MANY TYPES OF CONSUMER REPORTING AGENCIES, INCLUDING CREDIT BUREAUS AND SPECIALTY AGENCIES (SUCH AS AGENCIES THAT SELL INFORMATION ABOUT CHECK WRITING HISTORIES, MEDICAL RECORDS, AND RENTAL HISTORY RECORDS). HERE IS A SUMMARY OF YOUR MAJOR RIGHTS UNDER THE FCRA. FOR MORE INFORMATION, INCLUDING INFORMATION ABOUT ADDITIONAL RIGHTS, GO TO WWW.CONSUMERFINANCE.GOV/LEARNMORE, OR WRITE TO: CONSUMER FINANCIAL PROTECTION BUREAU, 1700 G STREET N.W., WASHINGTON, DC 20006.

- YOU MUST BE TOLD IF INFORMATION IN YOUR FILE HAS BEEN USED AGAINST YOU. ANYONE WHO USES A CREDIT REPORT OR ANOTHER TYPE OF CONSUMER REPORT TO DENY YOUR APPLICATION FOR CREDIT, INSURANCE, OR EMPLOYMENT - OR TO TAKE ANOTHER ADVERSE ACTION AGAINST YOU - MUST TELL YOU, AND MUST GIVE YOU THE NAME, ADDRESS, AND PHONE NUMBER OF THE AGENCY THAT PROVIDED THE INFORMATION.

- YOU HAVE THE RIGHT TO KNOW WHAT IS IN YOUR FILE. YOU MAY REQUEST AND OBTAIN ALL THE INFORMATION ABOUT YOU IN THE FILES OF A CONSUMER REPORTING AGENCY (YOUR "FILE DISCLOSURE"). YOU WILL BE REQUIRED TO PROVIDE PROPER IDENTIFICATION, WHICH MAY INCLUDE YOUR SOCIAL SECURITY NUMBER. IN MANY CASES, THE DISCLOSURE WILL BE FREE. YOU ARE ENTITLED TO A FREE FILE DISCLOSURE IF:

- A PERSON HAS TAKEN ADVERSE ACTION AGAINST YOU BECAUSE OF INFORMATION IN YOUR CREDIT REPORT;
- YOU ARE THE VICTIM OF IDENTITY THEFT AND PLACE A FRAUD ALERT IN YOUR FILE;
- YOUR FILE CONTAINS INACCURATE INFORMATION AS A RESULT OF FRAUD;
- YOU ARE ON PUBLIC ASSISTANCE;
- YOU ARE UNEMPLOYED BUT EXPECT TO APPLY FOR EMPLOYMENT WITHIN 60 DAYS.

IN ADDITION, ALL CONSUMERS ARE ENTITLED TO ONE FREE DISCLOSURE EVERY 12 MONTHS UPON REQUEST FROM EACH NATIONWIDE CREDIT BUREAU AND FROM NATIONWIDE SPECIALTY CONSUMER REPORTING AGENCIES. SEE WWW.CONSUMERFINANCE.GOV/LEARNMORE FOR MORE INFORMATION.

- YOU HAVE THE RIGHT TO ASK FOR A CREDIT SCORE. CREDIT SCORES ARE NUMERICAL SUMMARIES OF YOUR CREDIT-WORTHINESS BASED ON INFORMATION FROM CREDIT BUREAUS. YOU MAY REQUEST A CREDIT SCORE FROM CONSUMER REPORTING AGENCIES THAT CREATE SCORES OR DISTRIBUTE SCORES USED IN RESIDENTIAL REAL PROPERTY LOANS, BUT YOU WILL HAVE TO PAY FOR IT. IN SOME MORTGAGE TRANSACTIONS, YOU WILL RECEIVE CREDIT SCORE INFORMATION FOR FREE FROM THE MORTGAGE LENDER.

- YOU HAVE THE RIGHT TO DISPUTE INCOMPLETE OR INACCURATE INFORMATION. IF YOU IDENTIFY INFORMATION IN YOUR FILE THAT IS INCOMPLETE OR INACCURATE, AND REPORT IT TO THE CONSUMER REPORTING AGENCY, THE AGENCY MUST INVESTIGATE UNLESS YOUR DISPUTE IS FRIVOLOUS. SEE WWW.CONSUMERFINANCE.GOV/LEARNMORE FOR AN EXPLANATION OF DISPUTE PROCEDURES.

- CONSUMER REPORTING AGENCIES MUST CORRECT OR DELETE INACCURATE, INCOMPLETE, OR UNVERIFIABLE INFORMATION. INACCURATE, INCOMPLETE, OR UNVERIFIABLE INFORMATION MUST BE REMOVED OR CORRECTED, USUALLY WITHIN 30 DAYS. HOWEVER A CONSUMER REPORTING AGENCY MAY CONTINUE TO REPORT INFORMATION IT HAS VERIFIED AS ACCURATE.

- CONSUMER REPORTING AGENCIES MAY NOT REPORT OUTDATED NEGATIVE INFORMATION. IN MOST CASES, A CONSUMER REPORTING AGENCY MAY NOT REPORT NEGATIVE INFORMATION THAT IS MORE THAN SEVEN YEARS OLD, OR BANKRUPTCIES THAT ARE MORE THAN 10 YEARS OLD.

- ACCESS TO YOUR FILE IS LIMITED. A CONSUMER REPORTING AGENCY MAY PROVIDE INFORMATION ABOUT YOU ONLY TO PEOPLE WITH A VALID NEED - USUALLY TO CONSIDER AN APPLICATION WITH A CREDITOR, INSURER, EMPLOYER, LANDLORD, OR OTHER BUSINESS. THE FCRA SPECIFIES THOSE WITH A VALID NEED FOR ACCESS.

- YOU MUST GIVE YOUR CONSENT FOR REPORTS TO BE PROVIDED TO EMPLOYERS. A CONSUMER REPORTING AGENCY MAY NOT GIVE OUT INFORMATION ABOUT YOU TO YOUR EMPLOYER, OR A POTENTIAL EMPLOYER, WITHOUT YOUR WRITTEN CONSENT GIVEN TO THE EMPLOYER. WRITTEN CONSENT GENERALLY IS NOT REQUIRED IN THE TRUCKING INDUSTRY. FOR MORE INFORMATION, GO TO WWW.CONSUMERFINANCE.GOV/LEARNMORE.

- YOU MAY LIMIT "PRESCREENED" OFFERS OF CREDIT AND INSURANCE YOU GET BASED ON INFORMATION IN YOUR CREDIT REPORT. UNSOLICITED "PRESCREENED" OFFERS FOR CREDIT AND INSURANCE MUST INCLUDE A TOLL-FREE PHONE NUMBER YOU CAN CALL IF YOU CHOOSE TO REMOVE YOUR NAME AND ADDRESS FROM THE LISTS THESE OFFERS ARE BASED ON. YOU MAY OPT-OUT WITH THE NATIONWIDE CREDIT BUREAUS AT 1-888-567-8688 (888-5OPTOUT).

- YOU MAY SEEK DAMAGES FROM VIOLATORS. IF A CONSUMER REPORTING AGENCY, OR, IN SOME CASES, A USER OF CONSUMER REPORTS OR A FURNISHER OF INFORMATION TO A CONSUMER REPORTING AGENCY VIOLATES THE FCRA, YOU MAY BE ABLE TO SUE IN STATE OR FEDERAL COURT.

- IDENTITY THEFT VICTIMS AND ACTIVE DUTY MILITARY PERSONNEL HAVE ADDITIONAL RIGHTS. FOR MORE INFORMATION, VISIT WWW.CONSUMERFINANCE.GOV/LEARNMORE.

STATES MAY ENFORCE THE FCRA, AND MANY STATES HAVE THEIR OWN CONSUMER REPORTING LAWS. IN SOME CASES, YOU MAY HAVE MORE RIGHTS UNDER STATE LAW. FOR MORE INFORMATION, CONTACT YOUR STATE OR LOCAL CONSUMER PROTECTION AGENCY OR YOUR STATE ATTORNEY GENERAL. FOR INFORMATION ABOUT YOUR FEDERAL RIGHTS, CONTACT:

TYPE OF BUSINESS:	CONTACT:
1.a. BANKS, SAVINGS ASSOCIATIONS, AND CREDIT UNIONS WITH TOTAL ASSETS OF OVER \$10 BILLION AND THEIR AFFILIATES	BUREAU OF CONSUMER FINANCIAL PROTECTION 1700 G STREET NW WASHINGTON, DC 20006
b. SUCH AFFILIATES THAT ARE NOT BANKS, SAVINGS ASSOCIATIONS, OR CREDIT UNIONS ALSO SHOULD LIST, IN ADDITION TO THE BUREAU:	FEDERAL TRADE COMMISSION CONSUMER RESPONSE CENTER -FCRA WASHINGTON, DC 20580 1-877-382-4357
2. TO THE EXTENT NOT INCLUDED IN ITEM 1 ABOVE:	OFFICE OF THE COMPTROLLER OF THE CURRENCY
a. NATIONAL BANKS, FEDERAL SAVINGS ASSOCIATIONS, AND FEDERAL BRANCHES AND FEDERAL AGENCIES OF FOREIGN BANKS	CUSTOMER ASSISTANCE GROUP 1301 MCKINNEY STREET, SUITE 3450 HOUSTON, TX 77010-9050 1-800-613-6743
b. STATE MEMBER BANKS, BRANCHES AND AGENCIES OF FOREIGN BANKS (OTHER THAN FEDERAL BRANCHES, FEDERAL AGENCIES AND INSURED STATE BRANCHES OF FOREIGN BANKS), COMMERCIAL LENDING COMPANIES OWNED OR CONTROLLED BY FOREIGN BANKS, AND ORGANIZATIONS OPERATING UNDER SECTION 25 OR 25A OF THE FEDERAL RESERVE ACT	FEDERAL RESERVE CONSUMER HELP (FRCH) PO BOX 1200 MINNEAPOLIS, MN 55480 1-888-851-1920 WEBSITE ADDRESS: WWW.FEDERALRESERVECONSUMERHELP.GOV EMAIL ADDRESS: CONSUMERHELP@FEDERALRESERVE.GOV
c. NONMEMBER INSURED BANKS, INSURED STATE BRANCHES OF FOREIGN BANKS, AND INSURED STATE SAVINGS ASSOCIATIONS	FDIC CONSUMER RESPONSE CENTER 1100 WALNUT STREET BOX #11 KANSAS CITY, MO 64106
d. FEDERAL CREDIT UNIONS	NATIONAL CREDIT UNION ADMINISTRATION OFFICE OF CONSUMER PROTECTION (OCP) DIVISION OF CONSUMER COMPLIANCE AND OUTREACH (DCCO) 1775 DUKE STREET ALEXANDRIA, VA 22314 1-703-519-4600
3. AIR CARRIERS	ASST. GENERAL COUNSEL FOR AVIATION ENFORCEMENT & PROCEEDINGS DEPARTMENT OF TRANSPORTATION 400 SEVENTH STREET SW WASHINGTON, DC 20590 1-202-366-1306

- 4. CREDITORS SUBJECT TO SURFACE TRANSPORTATION BOARD
OFFICE OF PROCEEDINGS, SURFACE TRANSPORTATION BOARD
DEPARTMENT OF TRANSPORTATION
1925 K STREET NW
WASHINGTON, DC 20423
- 5. CREDITORS SUBJECT TO PACKERS AND STOCKYARDS ACT
NEAREST PACKERS AND STOCKYARDS
ADMINISTRATION AREA SUPERVISOR
- 6. SMALL BUSINESS INVESTMENT COMPANIES
ASSOCIATE DEPUTY ADMINISTRATOR FOR CAPITAL ACCESS
UNITED STATES SMALL BUSINESS ADMINISTRATION
406 THIRD STREET, SW, 8TH FLOOR
WASHINGTON, DC 20416
- 7. BROKERS AND DEALERS
SECURITIES AND EXCHANGE COMMISSION
100 F ST NE
WASHINGTON, DC 20549
- 8. FEDERAL LAND BANKS, FEDERAL LAND BANK ASSOCIATIONS, FEDERAL INTERMEDIATE CREDIT BANKS, AND PRODUCTION CREDIT ASSOCIATIONS
FARM CREDIT ADMINISTRATION
1501 FARM CREDIT DRIVE
McLEAN, VA 22102-5090
- 9. RETAILERS, FINANCE COMPANIES, AND ALL OTHER CREDITORS NOT LISTED ABOVE
FTC REGIONAL OFFICE FOR REGION IN WHICH THE CREDITOR OPERATES OR FEDERAL TRADE COMMISSION: CONSUMER RESPONSE CENTER- FCRA
WASHINGTON, DC 20580
1-877-382-4357

Source Information

Creditors

CREDITOR	SUB CODE	ADDRESS	PHONE
NO CREDITORS DEVELOPED			

Submission Results

APPLICANT	BUREAU	DATE	RESULT
APPLICANT	TRANSUNION	04-02-2015 02:39:39 PM	NO RECORD FOUND

Repository Referral

TransUnion Consumer Relations
www.transunion.com/myoptions
2 Baldwin Place
P.O. Box 1000
Chester, PA 19022
800-888-4213

Comments

*** End of Credit Report ***

Investigative

County Criminal Records Search

RESULTS	Records Found	SEARCH DATE	SEARCH SCOPE
NAME SEARCHED	TESTCASE, JANET	04-02-2015 1:50 PM MDT	
DOB SEARCHED	10-05-1962		10 years
JURISDICTION	TX-HIDALGO		

***** Abstract *****

NAME ON RECORD	JANET L TESTCASE	CASE NUMBER	CR- 1234565656
DOB ON RECORD	10/05/1962	COURT	DISTRICT
OTHER IDENTIFIERS		FILE DATE	03/04/2010
OTHER INFO			

Count-1

TYPE	MISD CLASS B	OFFENSE	DRIVING WHILE INTOXICATED
DISPOSITION	CONVICTED		
DISPOSITION DATE	10/01/2010	OFFENSE DATE	03/04/2010
SENTENCE	18 MOS PROBATION/ \$1000.00 FINE		
OTHER INFO	PROBATION EXPIRED: 04/06/2012		
COMMENT			

WARNING: Based on the information provided First Check searched for public records in the sources referenced herein for criminal history information as permitted by federal and state law. 'Records Found' means that our researchers found a record(s) in that jurisdiction that matched the personal identifiers (i.e., Name, SSN, Date of Birth, Address) listed for the subject in the above abstract. First Check does not guarantee the accuracy or truthfulness of

the information as to the subject of the investigation, but only that it is accurately copied from public records. Information generated as a result of identity theft, including evidence of criminal activity, may be inaccurately associated with the consumer who is the subject of this report. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

COUNTY WANTS AND WARRANT

NO REPORTABLE RECORDS FOUND - DALLAS COUNTY
JANET TESTCASE

State Criminal Records Search

RESULTS	No Reportable Records Found		
NAME SEARCHED	TESTCASE, JANET	SEARCH DATE	04-02-2015 1:46 PM MDT
DOB SEARCHED	10-05-1962	SEARCH SCOPE	10 years
JURISDICTION	TEXAS		

CAUTION: Based on the information provided First Check searched for public records in the sources referenced herein for criminal history information as permitted by federal and state law. 'No Reportable Records Found' means that our researchers could not locate a record that matched at least two personal identifiers (i.e., Name, SSN, Date of Birth, Address) for the subject in that jurisdiction. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

Federal Criminal Records Search

RESULTS	No Reportable Records Found		
NAME SEARCHED	TESTCASE, JANET	SEARCH DATE	04-02-2015 1:47 PM MDT
DOB SEARCHED	10-05-1962	SEARCH SCOPE	10 years
JURISDICTION	TEXAS NORTHERN		

CAUTION: Based on the information provided First Check searched for public records in the sources referenced herein for criminal history information as permitted by federal and state law. 'No Reportable Records Found' means that our researchers could not locate a record that matched at least two personal identifiers (i.e., Name, SSN, Date of Birth, Address) for the subject in that jurisdiction. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

InstaCriminal National Search

RESULTS	No Reportable Records Found		
NAME SEARCHED	TESTCASE, JANET	SEARCH DATE	04-02-2015 1:30 PM MDT
DOB SEARCHED	10-05-1962	SEARCH SCOPE	
JURISDICTION	NATIONWIDE		
JURISDICTION(S) SEARCHED			

The search you have selected is a search of our criminal database(s) and may not represent 100% coverage of all criminal records in all jurisdictions and/or sources. Coverage details available upon request.

CAUTION: Based on the information provided First Check searched for public records in the sources referenced herein for criminal history information as permitted by federal and state law. 'No Reportable Records Found' means that our researchers could not locate a record that matched at least two personal identifiers (i.e., Name, SSN, Date of Birth, Address) for the subject in that jurisdiction. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

Global Homeland Security Search

RESULTS	No Reportable Records Found		
NAME SEARCHED	TESTCASE, JANET	SEARCH DATE	04-02-2015 1:30 PM MDT
SOURCES	Alabama Medicaid - Suspended Providers, America's Most Wanted Fugitive List, Australia Sex Offender Registry, Australian Dept of Foreign Affairs and Trade - Sanctions List, Australian Reserve Bank Sanctions List, Bank of England Sanctions List, California Medi-Cal - Suspended and Ineligible Providers, Connecticut Dept of Social Services - Admin Actions List, DEA Diversion Control Program - Admin Actions against Doctors, DEA Diversion Control Program - Cases against Doctors, Delaware Adult Abuse Registry, Directorate of Defense Trade Controls - Debarred Parties List, European Union Terrorism Sanctions List, FDA Office of Regulatory Affairs - Debarment List, FDA Office of Regulatory Affairs - Warning Letters, Federal Deposit Insurance Corporation (FDIC) - Failed Bank List, Federal Deposit Insurance Corporation (FDIC) - Enforcement Decisions and Orders, Federal Reserve Board - Enforcement Actions, FinCEN - Enforcement Actions, FINRA - Disciplinary Actions, Florida Medicaid - Sanctioned Providers, Fugitive List, Health Resources and Services Administration - Health Education Assistance Loan - Defaulted Borrowers, HM Treasury - Consolidated List of Financial Sanctions, HM Treasury - Investment Ban List, Hong Kong Securities and Futures Commission (SFC) - Enforcement Actions, HUD - Limited Denials of Participation List, Idaho Medicaid Provider - Exclusion List, Illinois Casino Exclusion List, Illinois Office of Inspector General - Sanctioned Providers, Immigration and Customs Enforcement (ICE) - Most Wanted, Interpol Most Wanted, Japan Ministry of Economy, Trade, and Industry (METI) - End User List, Kansas Dept of Health and Environment - Abuse Registry, Kentucky Medicaid - Excluded Providers, Maryland Medicaid - Exclusion List, MIPT Terrorism Knowledge Base, Mississippi Medicaid - Excluded Providers, Missouri Casino Exclusion List, Monetary Authority of Singapore - Enforcement Actions, National Credit Union Administration (NCUA) - Administrative Orders, Naval Criminal Investigative Service (NCIS) - Most Wanted Fugitives, Nevada Gaming Control Board - Excluded Person List, New Jersey Casino Exclusion List, New Jersey Dept of Treasury - Debarment List, New York Office of the Medicaid Inspector General - Exclusion List, New York Stock Exchange Regulation - Disciplinary Actions, Office of Foreign Assets Control (OFAC) - Specially Designated Nationals List, Office of Inspector General (OIG) - Health and Human Services Exclusion List, Office of Inspector General (OIG) - Most Wanted Health Care Fugitives, Office of Regulatory Affairs - Disqualified, Restricted and Assurances List for Clinical Investigators, Office of Research Integrity - Public Health Service - Administrative Actions List, Office of the Comptroller of Currency (OCC) - Enforcement Actions List, Office of the Superintendent of Financial Institutions (OSFI) - Canadian Sanctions List, Office of Thrift Supervision (OTS) - Enforcement Actions List, Ohio		

Medicaid - Sanctioned Providers, Ohio Medicaid - Suspended Providers, Palestinian Legislative Council List, Pennsylvania Medichcek - Precluded Providers List, Politically Exposed Persons List, SEC - Enforcement Actions, South Carolina Medicaid - Excluded Providers, Tennessee Dept of Health - Abuse Registry, Texas Employee Misconduct Registry, Texas Health and Human Services Commission Medicaid and Title XX Provider Exclusion List, TRICARE Sanctions List, UK Disqualified Directors List, United Nations Consolidated Sanctions List, US Commodity Futures Trading Commission (CFTC) - Disciplinary Actions, US Dept of Commerce - Denied Persons, Unverified, and Entity List, US Dept of Labor - Forced and Child Labor List, US Dept of State - Foreign Terrorist Organizations List, US Dept of State - Nonproliferation Sanctions, US Dept of State - Terrorist Exclusion List, US Dept of Treasury - Primary Money Laundering Concern List, US General Services Administration (GSA) - Excluded Parties List, World Bank Listing of Ineligible Individuals

CAUTION: Based on the information provided First Check searched for public records in the sources referenced herein for criminal history information as permitted by applicable laws. 'No Reportable Records Found' means that our researchers could not locate a record that matched. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

Sex Offender Records Search

RESULTS	No Reportable Records Found		
NAME SEARCHED	TESTCASE, JANET	SEARCH DATE	04-02-2015 1:47 PM MDT
DOB SEARCHED	10-05-1962	SEARCH SCOPE	
JURISDICTION	TEXAS		

CAUTION: Based on the information provided First Check searched for public records in the sources referenced herein for criminal history information as permitted by applicable laws. 'No Reportable Records Found' means that our researchers could not locate a record that matched. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

County Civil Records Search

RESULTS	Records Found		
NAME SEARCHED	TESTCASE, JANET	SEARCH DATE	04-02-2015 1:42 PM MDT
DOB SEARCHED	10-05-1962	SEARCH SCOPE	7 years
JURISDICTION	MO-OSAGE		

*** Abstract ***

PLAINTIFF	JANET TESTCASE	CASE NUMBER	CV556566
DEFENDANT	CITY OF ROCKY ROAD	COURT NAME	COUNTY CT 456
FILE DATE	07/15/2011	JURISDICTION	
PLAINTIFF ATTORNEY	MARK A FISHER	CASE TYPE	CIVIL - HARASSMENT
DISPOSITION DATE	06/12/2012	DISPOSITION	JUDGMENT
COMMENT			

WARNING: Based on the information provided First Check searched for public records in the sources referenced herein for civil history information as permitted by federal and state law. 'Records Found' means that our researchers found a record(s) in that jurisdiction that matched the personal identifiers (i.e., Name, SSN, Date of Birth, Address) listed for the subject in the above abstract. First Check does not guarantee the accuracy or truthfulness of the information as to the subject of the investigation, but only that it is accurately copied from public records. Information generated as a result of identity theft, including evidence of civil activity, may be inaccurately associated with the consumer who is the subject of this report. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

Credentials

Education Verification

RESPONSE RECEIVED	Yes		
INSTITUTION NAME	UNIVERSITY OF SYRACUSE	SEARCH DATE	04-02-2015 1:51 PM MDT
CITY, STATE	SYRACUSE, NY	CONTACT	WRITTEN/ SC
INSTITUTION PHONE	N/A	SUBJECT	JANET TESTCASE
INSTITUTION FAX			
INSTITUTION EMAIL			
SOCIAL SECURITY	SUBJECT-PROVIDED INFORMATION	INSTITUTION-PROVIDED INFORMATION	123-45-6789
DATES CLAIMED	MAY 2013	DATE AWARDED:	05/15/2013
DEGREE(S) CLAIMED	MASTERS OF PUBLIC ADMIN		MASTERS PUBLIC ADMIN
MAJOR(S) CLAIMED	PUBLIC ADMINISTRATION		PUBLIC ADMINISTRATION
GPA CLAIMED			
HONORS CLAIMED			
ATTENDING NAME			
COMMENTS			

Instant Driving Records

RESULTS	License Found
---------	----------------------

STATE OF ISSUE Texas
LICENSE NUMBER 09555186
SEARCH DATE 04-02-2015 1:37 PM MDT
License Number: 01234567
License State: TX
Full Name: TESTCASE, JANET
DOB: 1962-10-05
Address: 19 FOREST DRIVE BEDROCK, TX 79501

License Info

Status: CLEAR
Class: C
Class Description: Non-Comm. C - Single or comb veh , not in class A or B
Expiration Date: 2018-10-05
Original Issue Date: 1978-03-16

Other License Info

Report Message: NO ENTRIES FOUND FOR THIS PERSON
MVR Status: MVR found
MVR History Length: 3
MVR Score: A valid driver license (active, clear, eligible, valid, etc) with at least 3 years of history and a clear MVR. (0)

Messages

Alert: Requested last name(TESTCASE) did not match.
Commercial Driver License (CDL) Indicator: N
THIS TYPE OF RECORD WILL NOT REFLECT COMPLETION OF A DRIVING SAFETY COURSE.
THIS RECORD REFLECTS CONVICTIONS AND CRASH INVOLVEMENTS THAT ARE ALLOWED TO BE DISPLAYED BY LAW.

WARNING: Confidential Information - To Be Used As Per State And Federal Laws. Misuse May Result In A Criminal Prosecution.

COMPREHENSIVE REPORT

Subject Information: (Best Information for Subject)

Name: JANET L TESTCASE DOB: 10/05/1962

SSN: 123-45-xxxx issued in TEXAS between 01/01/1975 and 12/31/1976

Age: 31

Names Associated With Subject: 

JANET L TESTCASE LexID: 8071868866 DOB: 1962

JANET TESTCASE LexID: 8071868866 DOB: 10/05/1962

123-45-xxxx issued in TX

Others Associated With Subjects SSN: 

(DOES NOT usually indicate any type of fraud or deception)

[None Found]

Comprehensive Report Summary:

Names Associated With Subject:

2 Found

Others Associated With Subjects SSN:

None Found

 Address Summary:

2 Found

 Active Address(es):

1 Found

 Previous & Non-Verified Addr:

1 Found

 Possible Criminal Records:

None Found

 Sexual Offenses:

None Found

 Driver's License:

1 Found

 Motor Vehicles Registered:

1 Found

 Concealed Weapons Permit:

None Found

DEA Controlled Substances:

None Found

 Professional Licenses:

None Found

 Watercraft:

None Found

 Bankruptcies:

None Found

 Liens and Judgments:

None Found

 UCC Filings:

None Found

 Possible Properties Owned:

1 Found

 Possible Associates:

None Found

Address Summary: 

19 FOREST DR , BEDROCK, TX 77469-1826, HIDALGO COUNTY (1995- Jan 2015)

12924 PECOS RD, KNOXVILLE TX 37934-0885, KNOX COUNTY (Feb 2002 - Jan 2015)

7404 TOWN CENTER BLVD APT 808, ROSENBERG TX 77471-6232, FORT BEND COUNTY (Apr 2011 - May 2014)

Utility Locator - Connect Date: 4/28/2011 21027 JAMES LONG CT, RICHMOND TX 77406-6453, FORT BEND COUNTY (Jun 2007 - Oct 2013)

1611 LAUREL AVE APT 303, KNOXVILLE TN 37916-2078, KNOX COUNTY (Oct 2005)

135 WHITE DR APT -2, TALLAHASSEE FL 32304-3090, LEON COUNTY (May 2004 - Jun 2004)

1505 W THARPE ST APT 3632, TALLAHASSEE FL 32303-4575, LEON COUNTY (Sep 2002 - Jan 2004)

Active Address(es):  19 FOREST HILL DR, BEDROCK, TX 77406-6453, HIDALGO COUNTY**Name Associated with Address:**

JANET TESTCASE

Current Residents at Address:

DAVID TESTCASE

Property Ownership Information for this Address**Property:**

Parcel Number - 5121-06-001-0320-901

Owner Name: DAVID WTESTCASE LexID: 2561089892

Owner Name 2: JANET TESTCASE LexID: 2561096692

Property Address: - 19 FOREST HILL, BEDROCK TX 77406-6453, HILDAGO COUNTY

Owner Address: 21027 JAMES LONG CT, RICHMOND TX 77406-6453, FORT BEND COUNTY

Sale Date - 05/29/1995

Sale Price - \$325,850

Subdivision Name - LONG MEADOW

Total Market Value - \$467,230

Assessed Value - \$443,810

Land Value - \$89,250

Improvement Value - \$377,980

Land Size - 13,299 Square Feet
 Year Built - 2006
 Seller Name: HOUSTON VILLAGE BUILDERS INC
 Legal Description - LONG MEADOW FARMS SEC 6, BLOCK 1, LOT 32
 Loan Amount - \$245,000
 Lender Name - CITIMORTGAGE
 Data Source - A

Previous And Non-Verified Address(es):

1118 MESSINA LN, RICHMOND TX 77469-1826, FORT BEND COUNTY (2014 - Jan 2015)

Name Associated with Address:

DAVID TESTCASE

Current Residents at Address:

STEVEN FRYER

Property Ownership Information for this Address

Property:

Parcel Number - 6469-03-002-0010-901
 Owner Name: STEVEN FRYER LexID: 8071868866
 Property Address - 1118 MESSINA LN, RICHMOND TX 77469-1826, FORT BEND COUNTY
 Owner Address: 1118 MESSINA LN, RICHMOND TX 77469-1826, FORT BEND COUNTY
 Sale Date - 04/15/2014
 Seller Name: PULTE HOME OF TEXAS LP
 Loan Amount - \$149,168
 Loan Type - NEW CONVENTIONAL
 Data Source - B

1

Possible Criminal Records:

[None Found]

Sexual Offenses:

[None Found]

Driver's License Information:

Name: JANET L TESTCASE
 LexID: 80718688
 DL Number: xxxxxxxx
 State: Texas
 License Address: 19 FOREST DR, BEDROCK TX 77469-1826, FORT BEND COUNTY
 DOB: 10/05/1962
 Potential SSN : 123-45-xxxx
 Issue Date: 05/09/2014
 Data Source: Governmental

Motor Vehicles Registered To Subject:

Vehicle:

Description: Gray Silver 2006 Toyota Camry - Sedan 4 Door
 VIN: 4T1BE30K26U67
 State Of Origin: TEXAS
 Engine: 4 Cylinder 144 Cubic Inch
 Anti Lock Brakes: 4 wheel standard
 Air Conditioning: Standard
 Daytime Running Lights: Standard
 Power Steering: Standard
 Power Brakes: Standard
 Power Windows: Standard
 Security System: Immobilizer and Alarm
 Roof: None / not available
 Price: 20375
 Radio: AM/FM CD
 Front Wheel Drive: Yes
 Four Wheel Drive: No
 Tilt Wheel: Unknown
 Data Source: Governmental

Registrant(s)

Record Type: CURRENT
 Name: JANET L TESTCASE
 LexID: 8071868866
 Potential SSN  123-45-xxxx
 Address: 19 FOREST HILL, BEDROCK TX 77469-1826, FORT BEND COUNTY
 DOB: 10/05/1962
 Sex: FEMALE

Tag Number: BD9B1
 License State: TX
 Earliest Registration Date: 10/1/2014
 Latest Registration Date: 10/1/2014
 Expiration Date: 9/30/2015
 License Plate Type: Private

Concealed Weapons Permit:

[None Found]

DEA Controlled Substances:

[None Found]

Professional License(s):

[None Found]

Watercraft:

[None Found]

 **Bankruptcies:** 

[None Found]

 **Liens and Judgments:** 

[None Found]

 **UCC Filings:** 

[None Found]

 **Possible Properties Owned by Subject:** 

Property:

Parcel Number - 6469-03-002-0010-901
Owner Name: JANET L TESTCASE LexID: 8071868866
Property Address - 19 FOREST DR, BEDROCK TX 77469-1826, HIDALGO COUNTY

Sale Date - 04/15/2014
Seller Name: PULTE HOME OF TEXAS LP
Loan Amount - \$149,168
Loan Type - NEW CONVENTIONAL
Data Source - B

 **Possible Associates:** 

NONE FOUND

Disclaimer

This report is furnished to you pursuant to the Agreement for Service between the parties and in compliance with the Fair Credit Reporting Act. This report is furnished based upon your certification that you have a permissible purpose to obtain the report. The information contained herein was obtained in good faith from sources deemed reliable, but the completeness or accuracy is not guaranteed.

***** End Of Report *****

TAB 14

(Attached as separate file)

MANAGEMENT PROFILE



ASSESSMENT TO ACTION.

Casey Tyler

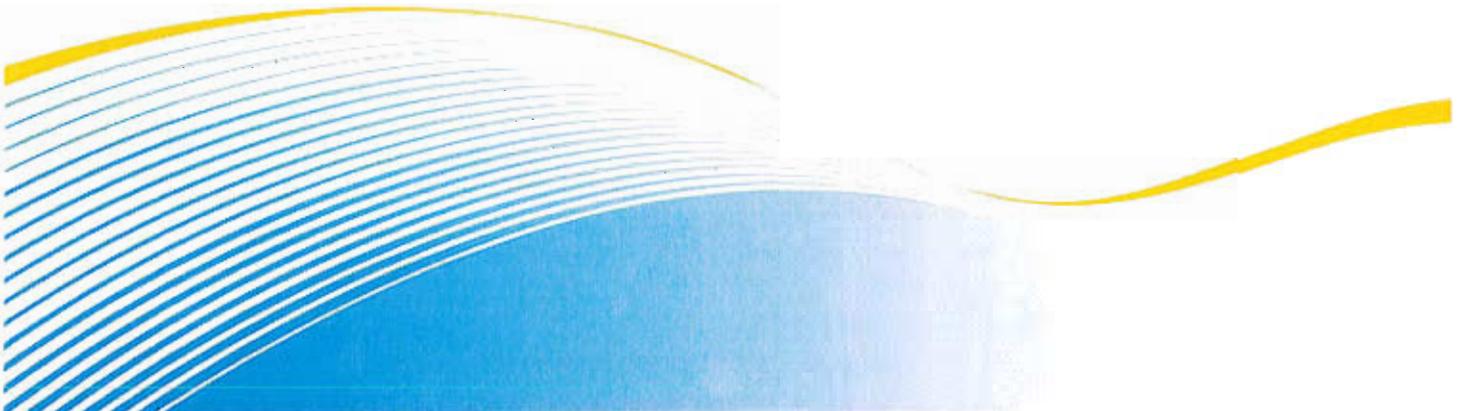
Thursday, June 12, 2014

This report is provided by:

Strategic Government Resources, Inc.
Ron Holifield
PO Box 1642
Keller, TX 76244
817-337-8581
www.GovernmentResource.com



WILEY



INTRODUCTION TO DiSC®

Welcome to Everything DiSC®

Casey, have you ever wondered why connecting with some people is easier for you than with others?

Maybe you've noticed that you have an easier time managing people who focus on creating lively environments and relationships.

Or, maybe you're more comfortable working with those who take an optimistic, fast-paced approach than those who work at a steadier pace.

Or, perhaps you relate best to people who are more enthusiastic than analytical.

Everything DiSC® is a simple tool that offers information to help you understand yourself and others better — and this can be of tremendous use as a manager. This report uses your individual assessment data to provide a wealth of information about your management priorities and preferences. In addition, you'll learn how to connect better with people whose priorities and preferences differ from yours.

Cornerstone Principles

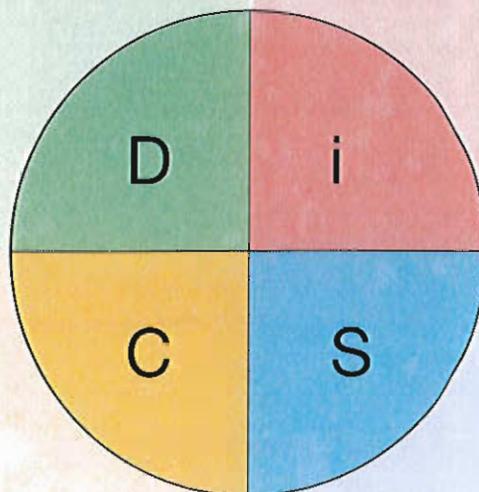
- ▶ All DiSC style are **equally valuable**, and people with all styles can be effective managers.
- ▶ Your management style is also influenced by **other factors** such as life experiences, education, and maturity.
- ▶ **Understanding yourself** better is the first step to becoming more effective with your employees and your manager.
- ▶ Learning about other people's DiSC styles can help you **understand their priorities** and how they may differ from your own.
- ▶ You can improve the quality of your management experience by using DiSC to build more **effective relationships**.

DOMINANCE

- Direct
- Results-oriented
- Firm
- Strong-willed
- Forceful

- Analytical
- Reserved
- Precise
- Private
- Systematic

CONSCIENTIOUSNESS



INFLUENCE

- Outgoing
- Enthusiastic
- Optimistic
- High-spirited
- Lively

- Even-tempered
- Accommodating
- Patient
- Humble
- Tactful

STEADINESS

YOUR DISC® OVERVIEW

How is this report personalized to you, Casey?

In order to get the most out of your *Everything DiSC Management® Profile*, you'll need to understand your personal map.

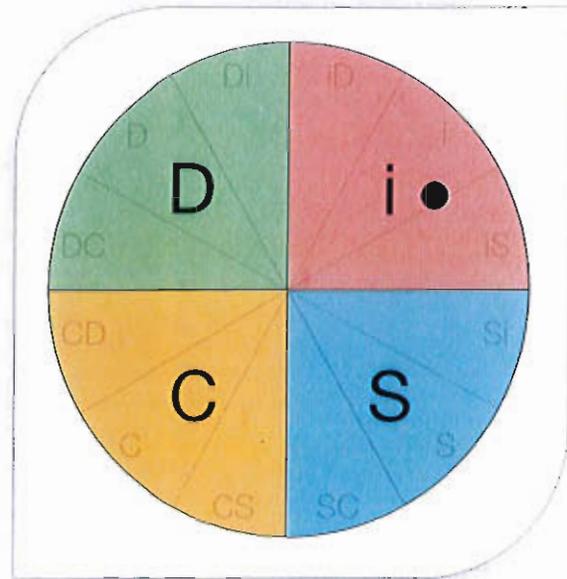
Your Dot

As you saw on the previous page, the Everything DiSC® model is made up of four basic styles: D, i, S, and C. Each style is divided into three regions. The picture to the right illustrates the 12 different regions where a person's dot might be located.

Your DiSC® Style: i

Your dot location indicates your DiSC style. Because your dot is located in the middle of the i region, you have an i style.

Keep in mind that everyone is a blend of all four styles, but most people tend strongly toward one or two styles. Whether your dot is in the center of one style or in a region that borders two, **no dot location is better than another**. All DiSC® styles are equal and valuable in their own ways.



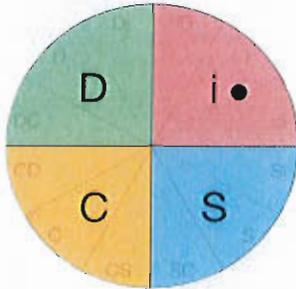
Close to the Edge or Close to the Center?

A dot's **distance from the edge** of the circle shows how naturally inclined a person is to encompass the characteristics of his or her DiSC style. A dot positioned toward the edge of the circle indicates a strong inclination toward the characteristics of the style. A dot located between the edge and the center of the circle indicates a moderate inclination. And a dot positioned close to the center of the circle indicates a slight inclination. A dot in the center of the circle is no better than one on the edge, and vice versa. Your dot location is near the edge of the circle, so you are **strongly inclined** and probably relate well to the characteristics associated with the i style.

Now that you know more about the personalization of your Everything DiSC Management Map, you'll read about the management priorities and preferences associated with the i style. Using this knowledge, you'll learn how to use Everything DiSC principles to improve your ability to direct, delegate, motivate, and develop others more successfully. Finally, you'll explore ways to work more effectively with your own manager.

Your Dot Tells a Story

Your DiSC Style Is: i



Like other managers with the i style, Casey, you probably enjoy relating to other people. You tend to have a fairly extensive network of friends and colleagues, and you may view a roomful of strangers as a fun opportunity to connect. Similarly, you're likely to get personal satisfaction out of introducing people who would not otherwise meet.

Because you're optimistic and enthusiastic, you may find it easy to get the people you manage excited about your goals and ideas. When you speak, you're likely to promote your opinions with passion. Many people probably find your enthusiasm contagious. However, those who are more skeptical may feel that you are overly optimistic at times.

When communicating, you tend to be expressive, and you may dial up your volume and gestures to get people's attention. Compared to most managers, you have a stronger urge to process your feelings by verbalizing them. At times, your somewhat talkative nature may cause you to monopolize conversations, particularly with those who are more soft-spoken.

In terms of time management, you like to have a variety of tasks on your plate and probably grow bored with routine. Most likely, you maintain your enthusiasm and drive under time pressure. Although you're often excited to start a new project, you may sometimes dive in without adequate planning or resources. Because you're probably confident in your ability to improvise, you may prefer a more free-flowing approach.

You probably enjoy making gut-instinct decisions, but you also tend to be accepting of other people's ideas. In fact, when people offer opinions or weigh in, you sometimes may be reluctant to give negative feedback for fear of being seen as the "bad guy." At times, your optimism may also cause you to overestimate your own abilities or misjudge the difficulty of a task.

You genuinely enjoy being around other people, so you probably encourage people to work collaboratively. Most likely, you see team brainstorming sessions as leading to endless possibilities, and you tend to actively solicit ideas from other people. However, because you naturally want to connect and collaborate with others, you may not always realize that some people require more personal space.

Like others with the i style, you may tie your self-worth closely to your social circle. You strive to make favorable impressions whenever possible, and you're most likely comfortable being the center of attention. In fact, you probably enjoy telling stories and entertaining others in a colorful, engaging way.

In conflict, you may be inclined to brush any unpleasantness under the rug for as long as possible. However, if your anger, frustration, or hurt reaches a breaking point, you may say things you later regret. For you, venting may feel like a therapeutic process, but it may make the people you manage highly uncomfortable.

Casey, like others with the i style, your most valuable contributions as a manager may include your ability to generate excitement, your high energy, and your desire to bring people together. In fact, these are probably some of the qualities that others admire most about you.

YOUR DiSC® PRIORITIES & SHADING

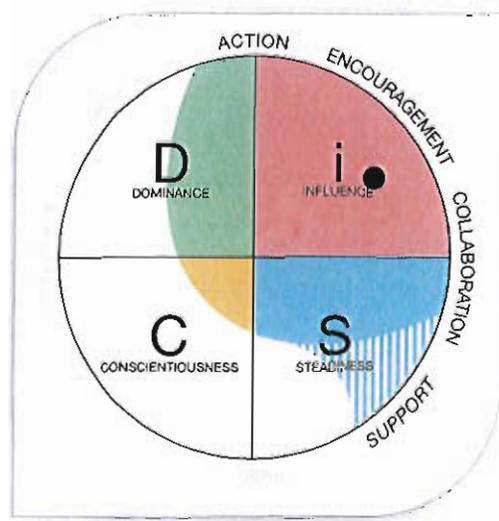
Your Shading Expands the Story

Casey, while your dot location and your DiSC® style can say a great deal about you, your map **shading** is also important.

The eight words around the Everything DiSC map are what we call **priorities**, or the primary areas where people focus their energy. The closer your shading comes to a priority, the more likely you are to focus your energy on that area.

Everyone has at least three priorities, and sometimes people have four or five. Having **five priorities** is no better than having **three**, and vice versa.

Typically, people with the *i* style have shading that touches **Encouragement**, **Action**, and **Collaboration**. Your shading stretches to include **Support**, which isn't characteristic of your style.



What Priorities Shape *Your* Management Experience?

► Providing Encouragement

Casey, like other managers with the *i* style, you tend to value people's emotional needs and want members of your team to feel good about their contributions. Therefore, you probably take time to give people recognition and celebrate group victories. You focus on providing encouragement so people feel energized and optimistic about their work.

► Valuing Collaboration

You tend to recognize the importance of group effort, making it a key component of how you work. Most likely, you include others in important activities and decisions, and you may pride yourself on your ability to build team spirit by getting everyone involved. You value collaboration because you think it not only leads to better outcomes, but it makes the job more fun.

► Taking Action

Managers with the *i* style usually like excitement and fast movement. Most likely, you're energized by innovative, groundbreaking solutions, and you're eager to hit the ground running. In fact, your pace might be a bit fast for some of the people you manage, but rather than slow down, you may encourage them to catch up with you. Because you emphasize action, you may inspire your team to push forward quickly.

► Giving Support

Moreover, you place a high priority on supporting others, although this is not typical of the *i* style. You may prefer to have harmony in your relationships, and people probably know you're ready to help or listen patiently when needed. Because an orderly, peaceful environment is important to you, you're willing to put your own needs aside to give support to others.

YOUR MANAGEMENT PREFERENCES

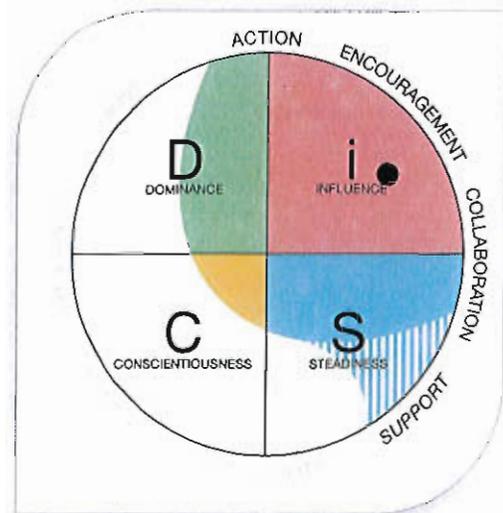
What Do You Enjoy About Managing?

Different people find different aspects of their work motivating. Like other people with the *i* style, you may enjoy working with others toward a common goal, and you may strive to create a high-energy environment where people can express themselves. In addition, you likely appreciate that management allows you to help others succeed in their professional development. Furthermore, you may appreciate the ability to foster a supportive environment where people listen to one another's needs, and this is less typical of the *i* style.

You probably enjoy many of the following aspects of your work:

MOTIVATORS

- Developing warm relationships with team members
- Keeping things moving
- Inspiring others to do their best
- Promoting creativity
- Building an optimistic mindset in others
- Getting people involved
- Increasing enthusiasm
- Supporting people when they express their concerns and frustrations
- Considering the needs and opinions of others



What do your priorities say about what motivates you and what you find stressful?

What Drains Your Energy as a Manager?

Then there are those management responsibilities that are stressful for you. Because you want to maintain friendly relationships and be well-liked, you may have problems pushing people to get results, especially if doing so requires you to confront them. Furthermore, you may dislike an atmosphere that feels dull or hinders your energetic pace. At the same time, unlike others with the *i* style, you may find it difficult to manage people who are too aggressive or combative.

Many of the following aspects of your work may be stressful for you:

STRESSORS

- Giving people unpleasant feedback
- Being forceful or insistent with others
- Making tough decisions independently
- Working steadily toward long-term goals
- Managing challenging or skeptical people
- Being unable to use your intuition
- Having to slow your pace
- Having to reprimand people
- Dealing with angry or argumentative people

YOUR DIRECTING & DELEGATING STYLE

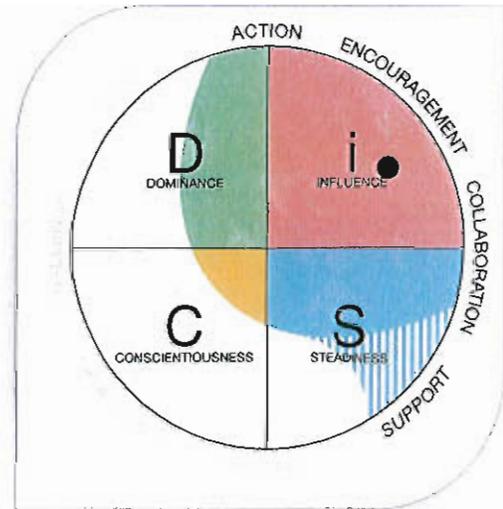
As a manager, you may find that effectively directing and delegating to your employees is more complex than simply handing off an assignment with a "please" and "thank you." Perhaps you've noticed that individual employees respond positively to different types of instruction and feedback. Some want specific directions and welcome objective feedback, while others want just the opposite. Based on your DiSC® style and priorities, you have a natural approach to directing and delegating. However, to maximize satisfaction and productivity, it's important to consider how effective your approach may be with employees of different styles.

Casey, because you place a **strong emphasis on encouragement**, you tend to be optimistic about people and their abilities. Therefore, you usually give individuals the benefit of the doubt and may assign tasks to team members without making sure they have the skills to get the job done.

You also prefer to **collaborate**, and the people you manage may be empowered by your trust in their abilities. However, when situations require a more direct approach, you may have trouble being tough and holding people accountable.

Because you **focus on action**, you tend to be fast-paced when directing a team. You probably try to get others excited about their tasks, but you may occasionally be vague about the specifics in your eagerness to get people moving.

Furthermore, you tend to be **supportive**, which isn't typical for someone with the i style. As such, you usually make sure people know you're there to help when needed.



How Do You Approach Directing & Delegating?

STRENGTHS

- Giving direction in a friendly and positive manner
- Making people feel that they are important contributors
- Encouraging creativity in the execution of tasks
- Listening to people's concerns about assignments
- Getting people moving
- Making yourself available to help

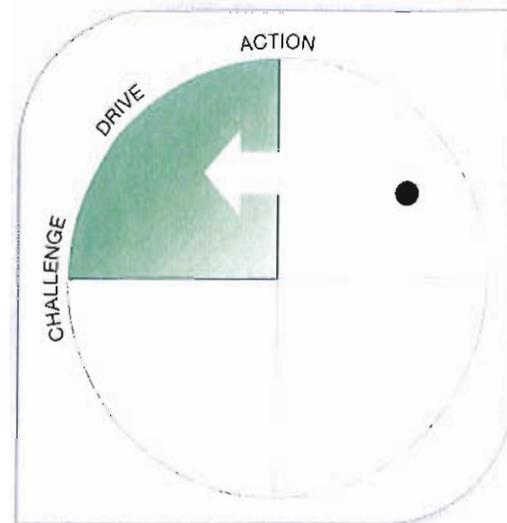
CHALLENGES

- Pushing people to complete their tasks
- Judging people's abilities or competencies, without overestimating them
- Giving clear, detailed explanations
- Analyzing options before assigning a task
- Highlighting the importance of routine tasks
- Creating a reliable setting

DIRECTING & DELEGATING TO THE D STYLE

How Does the D Style Like to Work?

People with the D style prioritize the bottom line and are driven to get results. Furthermore, they are willing to take risks in pursuit of success, probably even more so than you. They strive for ambitious goals and want the freedom to make their own decisions without having to ask for input from other people. And because they value their independence, they may not share your preference to collaborate and work closely as a team. Their autonomy also makes them less likely to require the encouragement you frequently offer.



Potential Problems When Working Together

People with the D style are often questioning and skeptical, and they may challenge your authority if they disagree with your decisions. They don't share your focus on other people's feelings and may be blunt or assertive when expressing their opinions. And because you tend to assume the best in people, you may mistake their self-assured attitude as competence, even if they don't have the necessary skills or experience. In these cases, you may be surprised when they fail to deliver what you expected.

How to Be Effective with the D Style

Like you, people with the D style are fast-paced and want to work on exciting projects that will make a big impact. Therefore, encourage them to tackle more adventurous tasks. Give them freedom to decide on methods and tactics, but make sure they don't try to make decisions that exceed their qualifications. If they have exhibited sound judgment in the past, show respect for their bold ideas and decision-making ability. Given your i style, you may need to focus more closely on their skill level and make sure to check in more frequently if they lack experience.

If they're less experienced:

- Don't confuse confidence with competence.
- Review their plans before they move ahead.
- Check in often enough to make sure they're on track.
- Have them check with you before any risky decisions are made.
- Let them know that they will be given more autonomy as they gain experience.

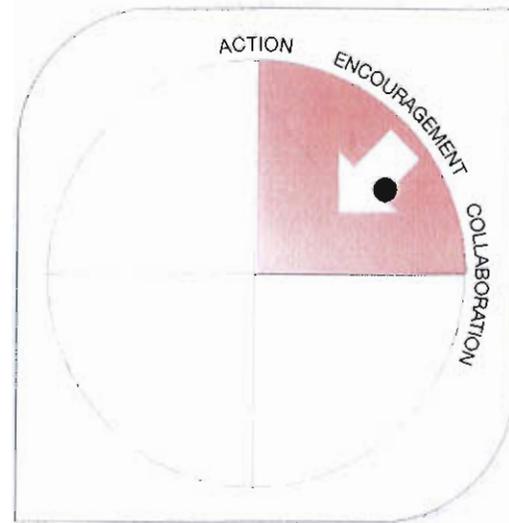
If they're more experienced:

- Show them the most practical way to be productive.
- Be direct about the results you expect.
- Set a deadline and let them figure out how to proceed.
- Make sure they understand the consequences of their shortcuts.
- Specify the limits of their authority while still allowing for some autonomy.

DIRECTING & DELEGATING TO THE I STYLE

How Does the i Style Like to Work?

People who share your i style are generally upbeat and optimistic. You're both usually sociable and openly expressive, and they probably appreciate your tendency to provide them with encouragement. They typically share your enthusiasm for exciting tasks and your eagerness to interact with others. Furthermore, they're outgoing when it comes to expressing their thoughts and feelings. Just as you tend to be at ease when ideas and conversation flow freely, they may be most relaxed when they can be upfront about their needs.



Potential Problems When Working Together

People who share your i style like to work in a fun environment, and you both probably appreciate the social aspects of the job. Like you, they enjoy spending time with other people, channeling their high energy into collaborative efforts. However, at times, your "i" employees may allow social needs to take precedence over the bottom line, and you may neglect to push them for practical results. And because you may find it easy to develop friendly relationships with them, it may be difficult for you to give them negative feedback.

How to Be Effective with the i Style

Like you, these individuals tend to move quickly. Because they seek new or exciting projects, they may become restless if they are forced to work for long periods of time on routine tasks. They share your tendency to improvise and make spontaneous decisions. As a result, you may need to check in frequently with those who lack experience to make sure they are on track and meeting deadlines. For those who are more experienced, encourage creativity and experimentation, but make sure vital details or tasks don't slip through the cracks.

If they're less experienced:

- Make sure they don't lose track of details.
- Give them plenty of encouragement.
- Limit their socializing.
- Check their understanding since their enthusiasm might hide a lack of clarity.
- Hold them accountable for missed deadlines or skipped steps.

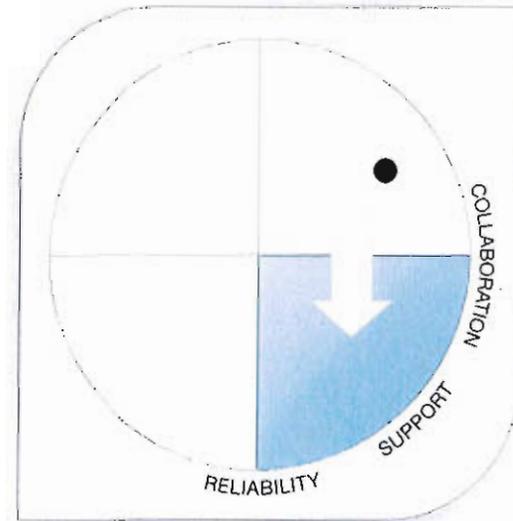
If they're more experienced:

- Allow them to take the lead in group settings.
- Make time to go over the details with them.
- Encourage them to keep moving forward.
- Acknowledge their contributions publicly.
- Keep them on track and on schedule.

DIRECTING & DELEGATING TO THE S STYLE

How Does the S Style Like to Work?

People with the S style tend to be accommodating and flexible, and you share their supportive nature even though it's less typical for someone with the i style. Therefore, they'll respond positively to your friendly manner and genuine interest in their needs. However, because they want to be sure they know exactly what is required, they want to be given clear guidance, yet may be too soft-spoken to ask for it. Consequently, you may need to make an extra effort to supply the step-by-step instruction that they like.



Potential Problems When Working Together

These individuals tend to make steady progress toward predictable goals, while you're more likely to rely on the power of enthusiasm and big ideas. Therefore, they may become uncomfortable if you delegate high-pressure tasks to them or urge them to take risks. They dislike dealing with abrupt changes, so your tendency to improvise and make quick adjustments may leave them disoriented. As a result, they may look for more stability from you, while you may become frustrated with their hesitancy to take chances.

How to Be Effective with the S Style

Like you, people with the S style may be most comfortable in friendly, cooperative environments. While they share your preference to collaborate with others, they will seldom push for more authority within the group because they are much more comfortable working behind the scenes. Give them step-by-step instructions and make sure they're comfortable with a task before setting them loose. If they have more experience, give them as much responsibility as you can, but make it clear that you're available to advise them when needed.

If they're less experienced:

- Give clear, step-by-step directions.
- Ask questions to confirm their understanding.
- Check in with them frequently.
- Refrain from giving them too much responsibility too quickly.
- Avoid pushing them to move ahead before they are ready.

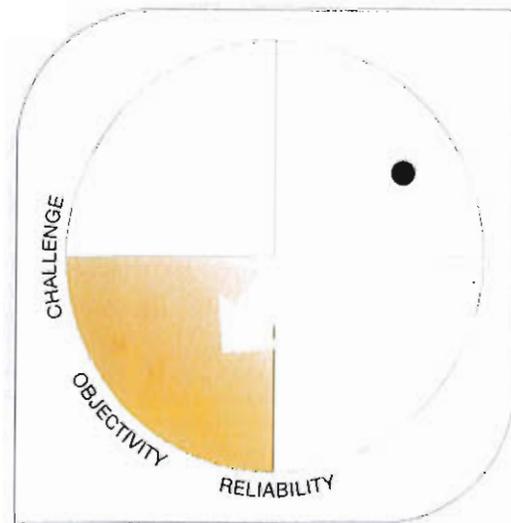
If they're more experienced:

- Ask enough questions to elicit their concerns.
- Give them additional responsibilities when they seem ready for more challenges.
- Encourage them to take initiative.
- Make yourself available as an advisor.
- Ask them directly what kind of support they need.

DIRECTING & DELEGATING TO THE C STYLE

How Does the C Style Like to Work?

People with the C style relate best to clear objectives and fact-based ideas. They take time to analyze concepts and closely examine solutions. Because they rely on logic and objectivity, your tendency to make decisions based on gut instinct may frustrate them. Furthermore, they're comfortable working alone, and they may even avoid the collaboration that you prefer. In fact, they require only very minimal face time and appreciate environments that foster independence.



Potential Problems When Working Together

These individuals want to produce dependable outcomes, so they tend to thoroughly consider all the consequences before choosing a plan. They prefer to go over options and proposals carefully, which is in contrast to your tendency to move quickly. Therefore, they may become annoyed if you pressure them to multi-task or rush their efforts, and they may see your push for exciting options as careless or sloppy. In turn, you may think their tendency to go over solutions repeatedly stands in the way of progress.

How to Be Effective with the C Style

People with the C style want to work in an environment where they feel free to point out flaws and question inefficiencies. You may believe that their objections stifle creativity, but remember that they are more concerned with high quality and getting things right. Those with less experience may spend too much time analyzing and perfecting their work, so be sure to check in often enough to keep them on track. For those with more experience, allow more autonomy but set clear deadlines that keep them moving forward.

If they're less experienced:

- Avoid forcing them to collaborate unless it's necessary.
- Help them achieve quality without putting deadlines at risk.
- Communicate with clarity rather than enthusiasm.
- Make sure they have the resources they need.
- Check in to make sure they aren't getting bogged down.

If they're more experienced:

- Check in when necessary to ensure forward progress.
- Encourage them to ask for more direction if they need it.
- Listen to their concerns about quality.
- Allow them to work independently when possible.
- Give them opportunities to help solve complex issues.

MOTIVATION AND THE ENVIRONMENT YOU CREATE

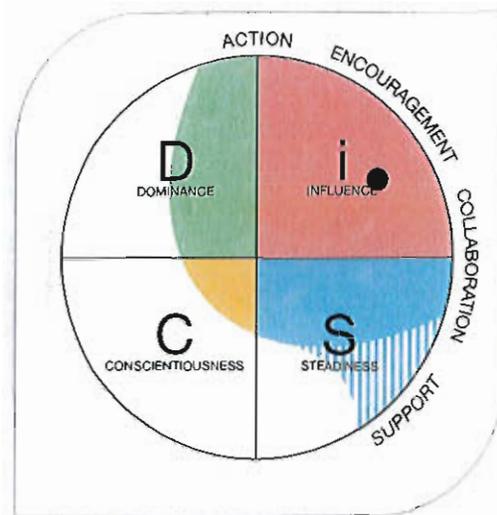
You can't motivate people. They have to motivate themselves. As a manager, however, you can create an environment where it's easy for people to find their own natural motivation. This means building an atmosphere that addresses employees' basic needs and preferences so they can do their best work, and you may naturally create a certain type of environment for those around you. It's important to understand the nature of this environment because it has a major impact on the motivation of the people you manage.

Casey, because you are **enthusiastic and encourage others**, the environment you likely create is one where people feel recognized and accepted. You probably help them see that work can be fun, and as a result, they may be more upbeat and optimistic about their tasks and contributions.

Most likely, your **tendency to take action** might help establish a high-energy setting where people want to get going and keep moving. The people you manage may be inspired by your fast pace, and your emphasis on forward momentum can help instill confidence that they are going to help make things happen quickly.

Similarly, your **strong preference for collaboration** may strengthen the bond among team members, which is often essential for reaching goals. People who feel that group efforts are appreciated are more likely to seek opportunities to brainstorm together and make improvements, without concern for who should receive the most credit.

Furthermore, unlike others with the *i* style, you have an extra priority that may influence motivation and the environment you create. Since you tend to **offer support**, the people you manage probably feel that someone cares about them, which can be extremely motivating for some.



The Environment You Create

- Because you deliver positive feedback, people feel good about their contributions.
- Your optimism and enthusiasm can make work more fun.
- Your passion and high energy may inspire people to move quickly.
- Because you build teams, people feel a sense of camaraderie.
- When you put confidence in others, they may feel empowered to use creative approaches.
- Because you are understanding and patient, workers are less frustrated when attempting new things.

MOTIVATION AND THE D STYLE

What Are the Motivational Needs of the D Style?

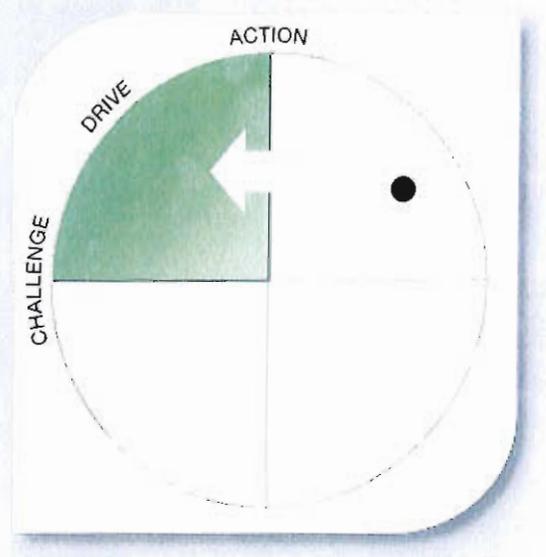
Employees with the D style are motivated to win, so they probably care more about the bottom line than how they get there. They're driven to achieve, probably more so than you, so they often thrive in competitive environments and can sometimes turn the most collaborative task into a contest. Furthermore, they share your desire to move quickly and want to make a big impact with innovative or daring ideas. In fact, they may be so focused on individual career growth that they disregard the needs of others, and you may have trouble understanding their challenging approach.

What demotivates the D style?

- Routine
- Foot dragging
- Being under tight supervision
- Having their authority questioned or overruled
- Feeling like their time is being wasted
- Having to wade through a lot of details

How does conflict affect the motivation of the D style?

- Employees with this style may embrace conflict as a way to create win-lose situations.
- They may be energized by the competitive aspects of conflict.
- They may waste energy dwelling on who is at fault.



How can you help create a motivating environment for the D style?

- Let them know the value they bring to the organization.
- Don't overlook opportunities to allow them to work independently.
- Let them control their work environment as much as possible.
- Orchestrate healthy competitions that will contribute to team success.
- Challenge them with concrete goals meant to stretch their abilities.
- Explain the big-picture, bottom-line purpose of new projects.

What's the best way for you to recognize and reward the D style?

- Reward their top performances with more responsibility and autonomy.
- Compliment them directly when their initiative and drive help the organization.
- Give them credit for their work and ideas that lead to team success.
- Offer them opportunities for advancement when they seek new challenges.

MOTIVATION AND THE i STYLE

What Are the Motivational Needs of the i Style?

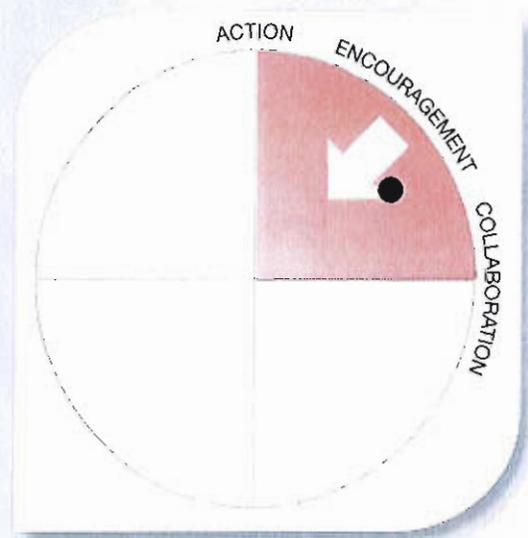
Employees with the i style look for high-energy environments where adventurous or groundbreaking ideas are valued. They're eager to collaborate, as you probably are, so they're likely to put a lot of energy into socializing and maintaining relationships. Because they like fun, vibrant settings, they often move quickly and indulge in a variety of tasks, and you probably don't have much trouble keeping up with their fast pace. Those with the i style are also motivated by public recognition, and like you, they appreciate a warm and encouraging environment.

What demotivates the i style?

- Being isolated from others
- Working in a reserved, slow-paced setting
- Having their contributions go unrecognized
- Performing routine or repetitive tasks
- Wading through a lot of details
- Working with pessimistic or critical people

How does conflict affect the motivation of the i style?

- Conflict may make them emotional or angry, and as a result may negatively affect their performance.
- They may take conflict personally, which could de-energize them.
- They may dwell on the conflict rather than focus on their tasks.



How can you help create a motivating environment for the i style?

- Let them collaborate with you and others.
- Encourage their positive energy and give them opportunities to express themselves.
- Limit the predictability and routine of their tasks when possible.
- Reinforce their optimism with your natural enthusiasm and energy.
- Give them opportunities to be in the limelight.
- Provide some time to socialize without compromising results.

What's the best way for you to recognize and reward the i style?

- Praise them publicly, making sure the whole team knows when they've accomplished something great.
- Let them know that others appreciate the energy and enthusiasm they consistently bring to the table.
- Reward them by giving them opportunities to shine.
- Recognize their contributions by recommending them for awards or advancement opportunities.

MOTIVATION AND THE S STYLE

What Are the Motivational Needs of the S Style?

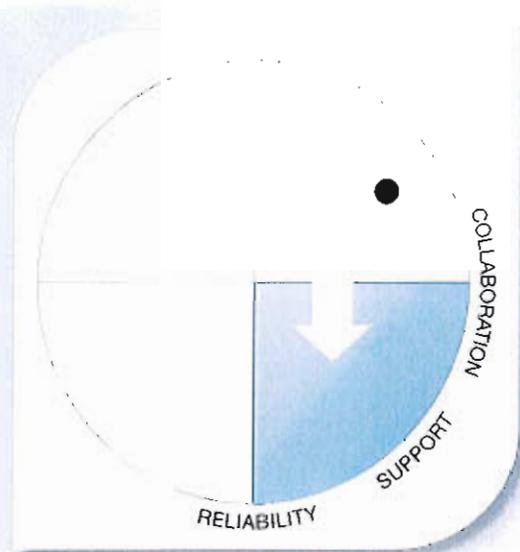
People with the S style prefer a calm, structured atmosphere where tension and conflict are rare. Like you, they tend to be supportive, and may even withhold their own opinions to accommodate or please other people. In addition, they like to connect with colleagues on a personal level by working in a collaborative setting, and you may appreciate their affinity for teamwork. Furthermore, they want to be seen as reliable and to have enough time to perform their duties without being rushed or stressed, which probably isn't as important to you.

What demotivates the S style?

- Competitive environments
- Having to change direction abruptly
- Being rushed into quick decisions
- Dealing with cold or argumentative people
- Being forced to improvise
- Being in chaotic situations

How does conflict affect the motivation of the S style?

- They may compromise on things they care about but remain frustrated beneath the surface.
- They may waste energy worrying that people are mad at them.
- They may become fearful about making mistakes, limiting their effectiveness or ability to take chances.



How can you help create a motivating environment for the S style?

- Avoid rushing them for results, which may require you to slow your pace at times.
- Let them collaborate with others, but don't push them to be more social than they want to be.
- Be clear about their tasks and responsibilities, and don't skip the specifics.
- Plan ahead to be able to give plenty of warning when changes are coming.
- Give them the structure and security they need to feel comfortable.
- Ask for their ideas, which they might not share without encouragement.

What's the best way for you to recognize and reward the S style?

- Reward their steady contributions to team success by making them feel like a vital part of the team.
- Give them more responsibility, and let them know that you trust them to deliver reliable results.
- Offer sincere praise, but avoid putting them in the limelight.
- Encourage them to consider advancement opportunities when you feel that they're ready, since they're unlikely to ask.

MOTIVATION AND THE C STYLE

What Are the Motivational Needs of the C Style?

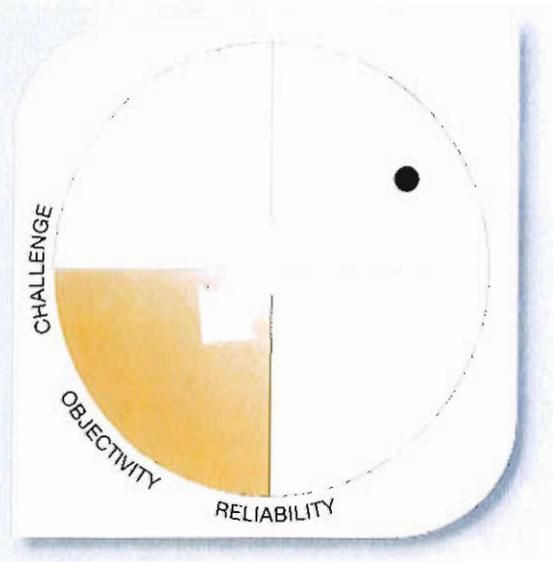
Employees with the C style look for an environment where they will have time to analyze ideas and ensure flawless outcomes. They want to produce work that's reliable, so they prefer to maintain a moderate pace and exercise a sense of caution, which isn't one of your top priorities. Because they tend to be even more objective than you are, they like to weigh all the options and gather all the facts before making decisions. Also, they want to master their responsibilities, so they often challenge ideas to ensure accuracy, an approach you probably don't share.

What demotivates the C style?

- Being required to work collaboratively
- Receiving vague or ambiguous directions
- Having to deal with strong displays of emotion
- Being forced to let errors slide
- Having to make quick decisions
- Being wrong

How does conflict affect the motivation of the C style?

- They may become resentful and unyielding, limiting their productivity.
- They may withdraw from the situation to avoid having to deal with emotional reactions.
- Their unexpressive manner may conceal a tendency to worry excessively.



How can you help create a motivating environment for the C style?

- Explain the purpose of tasks logically rather than enthusiastically.
- Encourage them to help define quality standards.
- Listen to their insights about projects or tasks, and avoid dominating conversations.
- Provide opportunities for independent work rather than focusing on collaboration.
- Convey your expectations clearly and specifically.
- Give them plenty of time to process information.

What's the best way for you to recognize and reward the C style?

- Compliment them privately by highlighting specific aspects of their performance that stand out.
- Thank them for the unique contributions they make by ensuring high-quality outcomes.
- Reward them by providing new opportunities to complete challenging projects independently.
- Encourage their growth by offering to help them build expertise in new areas of interest.

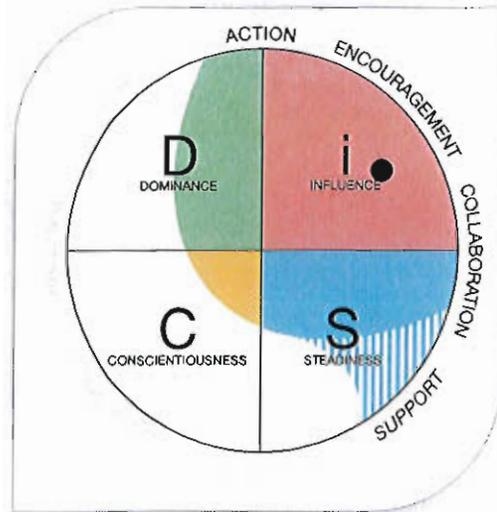
YOUR APPROACH TO DEVELOPING OTHERS

One of the most important but often overlooked areas of management is employee development. By development, we don't mean day-to-day direction on current job duties. Instead, we're talking about supporting employee's long-term professional growth by providing resources, environments, and opportunities that capitalize on their potential.

Certainly, your employees will need to work through those limitations that are significant obstacles to their growth. Research shows, however, that you'll be most effective as a manager if you can help your employees identify and build on their strengths, rather than trying to fix all of their weaknesses. Each manager has a natural approach to this development task, and your approach is described below.

Casey, you usually want the best for the people you manage, and this interest in their well-being often helps you address their development needs. Most likely, you're optimistic about people's abilities and encourage them to reach for their loftiest goals. When it comes to career growth, you may motivate people to take quick action and be creative as they find ways to use their strengths. And because you usually let people know that you're eager to help them develop, they probably feel comfortable approaching you with their questions and concerns. Overall, you find ways to give people confidence as they identify their talents and provide opportunities for them to showcase these talents.

Furthermore, unlike others with the i style, you also have an extra priority that might influence your approach to developing others. To you, developing others encompasses giving support and being there to assist people when they need it.



Your Development Approach

ADVANTAGES

- Encouraging creative or daring ideas for people's development
- Making yourself available for mentoring
- Boosting others' self-confidence with your belief in their abilities
- Pushing people to move quickly in their development
- Inspiring people to think big
- Taking the time to listen to people's real concerns

DISADVANTAGES

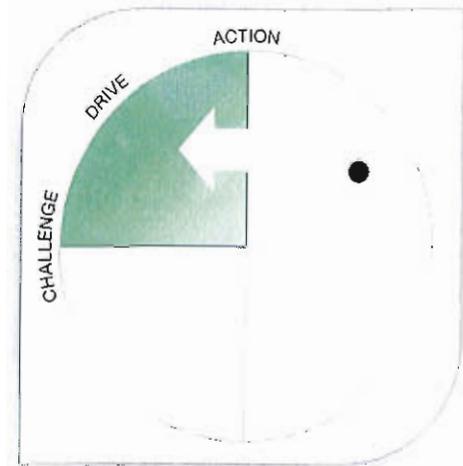
- Pushing people at a pace that doesn't allow them time to develop necessary skills
- Being unrealistically optimistic about some people's development options
- Failing to take a long-range view of people's development needs
- Putting too much emphasis on positive behaviors at the expense of addressing problems
- Failing to consider whether development plans are well-suited to the person
- Being too accepting when people fail to meet your expectations

DEVELOPING YOUR “D” EMPLOYEES

Areas Where They Have Strong Potential

Consider ways that these employees and the organization can take full advantage of the following strengths:

- Willingness to take risks and challenge the status quo
- Comfort being in charge
- Confidence about their opinions
- Persistence through failure or tough feedback
- Competitive spirit and drive for results
- Ability to create a sense of urgency in others
- Comfort being direct or even blunt
- Restless motivation to take on new challenges
- Ability to find effective shortcuts
- Willingness to speak up about problems



Obstacles and Strategies in the Development Process

Drive

People with the D style are usually quite driven, so it may be important to ensure that their energy is channeled in the right direction. Otherwise, they may strive for their own goals and give less attention to the organization's needs. At times, you may need to rein them in and make sure their priorities align with those of the organization, which may require you to be more direct than is natural for you.

- Consider development opportunities that have the potential for impressive results.
- Be sure that they know the difference between individual and organizational goals.
- Encourage their ambition and autonomy, but be prepared to redirect their focus.

Action

Like you, people with the D style tend to move fast, so they may not believe they require any structure or long-term development plan. In your mutual zeal for rapid progress, the two of you may fail to plot out the details of their long-term growth. This is especially true if they are inexperienced or prone to make important decisions with very little information.

- Remember that they may insist on moving forward even without the necessary skill set.
- Help them slow down to think through their development path.
- Review the big picture and encourage them to come up with appropriate long-term goals.

Challenge

These individuals are more independent than you, and they may be strong-willed in pursuing their goals. As a result, they may challenge your leadership, especially if you are focused on collaborative efforts. Give them as much autonomy as you can without undermining your own authority, but don't allow them to avoid their responsibilities related to the group effort.

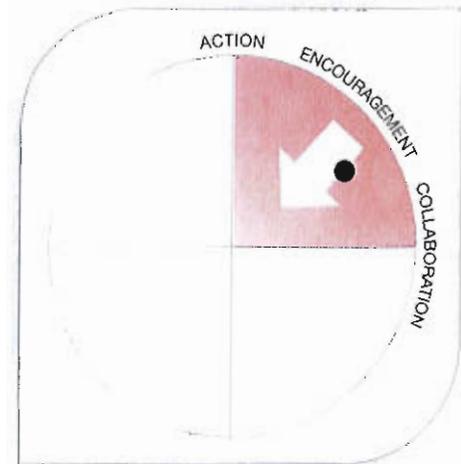
- Allow them to work independently to the degree that they don't damage team unity.
- Reassert your authority if necessary.
- Set up a system so they know when you are suggesting and when you are telling.

DEVELOPING YOUR “i” EMPLOYEES

Areas Where They Have Strong Potential

Consider ways that these employees and the organization can take full advantage of the following strengths:

- Ability to build a network of contacts
- Willingness to accept new ideas
- Interest in working with others
- Comfort taking the lead
- Persistence through optimism
- Tendency to create enthusiasm
- Ability to empathize with others
- Willingness to experiment with different methods
- Tendency to give praise and encouragement to others
- Ability to rally people around an idea



Obstacles and Strategies in the Development Process

Encouragement

People who share your i style want to know that they are doing a good job and are on the right development path, so they may appreciate your preference to focus on the positive while offering feedback. However, because you both tend to be optimistic, you may gloss over negative issues and ignore potential problems. Therefore, you may need to make sure that they understand which areas require improvement.

- Continue to be optimistic when assessing their development, but don't ignore problems.
- You may need to offer tougher feedback at times.
- Check to make sure they understand your feedback.

Action

Like you, these individuals are interested in fast-paced innovation, and they may avoid development opportunities that require in-depth analysis. Because you are equally likely to push for action, the two of you may come up with development plans that are vague or overly optimistic. Instead, it may be helpful to look at promising opportunities that might require more attention to detail.

- Encourage their spontaneity when appropriate.
- Point out the negative consequences of not taking the time to develop skills with deliberate effort.
- Avoid letting your mutual enthusiasm obscure important details or potential issues.

Collaboration

Like you, these individuals love working with other people, and this can be a great source of strength in their development. However, because you both value collaboration above individual accomplishment, the two of you may focus exclusively on collective efforts at the expense of personal goals. Remember that sometimes independent efforts are as important as teamwork when it comes to personal growth.

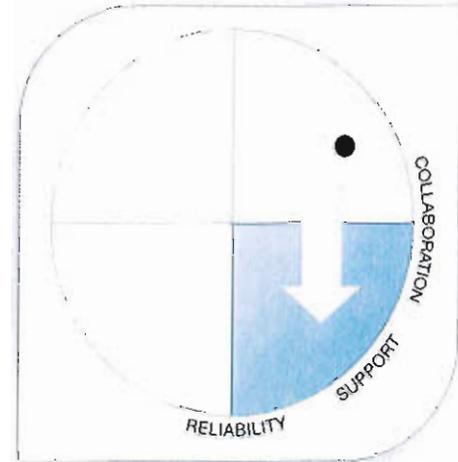
- Encourage them to pursue opportunities that involve working with others.
- Allow them to lead small groups.
- Remind them that their growth will also depend on independent work.

DEVELOPING YOUR "S" EMPLOYEES

Areas Where They Have Strong Potential

Consider ways that these employees and the organization can take full advantage of the following strengths:

- Ability to work with different types of people
- Interest in maintaining steady progress
- Tendency to be diplomatic
- Willingness to support team goals
- Ability to empathize with others
- Persistence to work on routine or highly detailed projects
- Tendency to follow through on commitments
- Ability to calm upset people
- Understanding of others' perspectives
- Willingness to be flexible to others' needs



Obstacles and Strategies in the Development Process

Support

While it's not typical for the i style, you tend to be supportive and offer the reassurance that people with the S style need. As a result, they probably appreciate the level of patience and consideration you extend to their development. Still, because you focus on people's emotional needs, you may not push them to reach beyond their comfort zones.

- Help them see the depth of their skills and abilities.
- Remind them that they have to focus on their own needs at times.
- Push them gently to grow and develop.

Reliability

They are dependable and stable. For this reason, they may feel that your development plans are too risky or adventurous. In addition, they may want more structure from you when it comes to laying out their professional future.

- Encourage them to look beyond the risk in bold development plans to see the opportunities.
- Give them time to warm up to ideas that involve a lot of change.
- Work with them to create specific development plans.

Collaboration

Like you, people with the S style are comfortable working with others, but their focus on collaboration may be at the expense of individual opportunities for growth. And since you both want harmonious relationships, you may have trouble providing tough feedback. Trying to avoid hurting their feelings may deprive them of constructive criticism that could help them down the line.

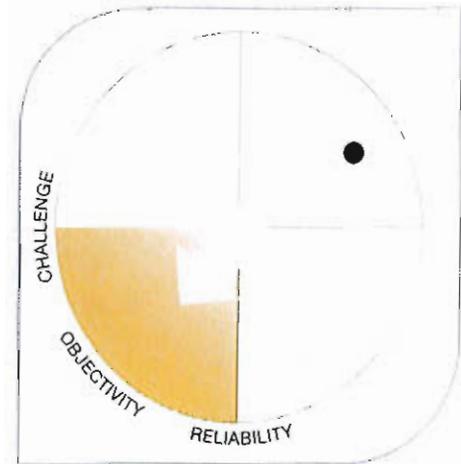
- Encourage them to pursue collaborative opportunities while furthering their own development.
- Show them that they have the strength to work autonomously.
- Offer constructive feedback when necessary.

DEVELOPING YOUR "C" EMPLOYEES

Areas Where They Have Strong Potential

Consider ways that these employees and the organization can take full advantage of the following strengths:

- Insistence on quality
- Ability to look at ideas logically
- Comfort with studying the specifics
- Interest in maintaining error-free work
- Ability to pinpoint potential problems
- Persistence in analyzing solutions
- Willingness to work alone
- Tendency to avoid letting personal feelings interfere with work
- Ability to exercise caution and manage risks
- Interest in developing a systematic approach



Obstacles and Strategies in the Development Process

Objectivity

These individuals use logic to guide their actions, so they may believe that your more intuitive approach to development is misguided or sloppy. Because of their interest in progressing rationally, they may prefer to work in a "cave" when planning their development, and they may discount team unity and other people's feelings.

- Steer them toward analytical development opportunities.
- Respect their independence, but remind them to fill you in on their progress.
- Avoid forcing them to socialize, but reinforce the importance of teamwork.

Reliability

People with the C style want development opportunities that are clear and well planned, so they may reject your tendency to keep moving forward, leaving the specifics for later. Further, they may be less interested in your daring or innovative ideas for development, even though playing it safe isn't likely to lead to growth.

- Put development opportunities into a clear, well-organized framework.
- Encourage them to look beyond safe and predictable development plans.
- Ensure that they see the drawbacks of playing it safe.

Challenge

These individuals are often skeptical, so they may probe ideas for flaws even after others have accepted them. They frequently question solutions, which may be frustrating as you work with them to create a development path. And their tendency to say "no" may come across as dismissive or resistant.

- Expect that you'll have to back up your ideas with evidence if you want buy-in.
- Hold them accountable if they question your ideas in a disrespectful way.
- Give them time to think over your suggestions before making final decisions together.

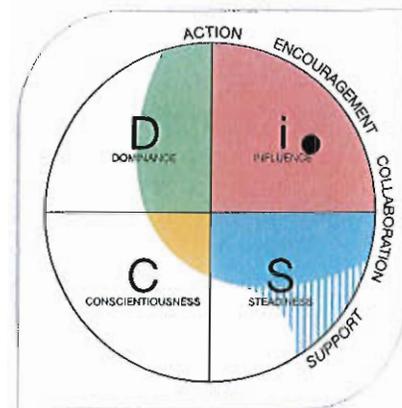
HOW YOUR MANAGER SEES YOU

One of the most important but often overlooked aspects of management is sometimes called “managing up.” This refers to effectively working with and influencing your own manager. Understanding how your manager sees you is important, but sometimes difficult. This page provides insight into how your manager might see you.

► Encouraging

Casey, since you have an i style, you probably come across as enthusiastic and people-oriented. Your manager may appreciate your tendency to inspire people to keep a positive outlook. On the other hand, because you’re sometimes overly optimistic, some managers may be concerned that you let your emotions cloud your judgment, while others may not identify with your emphasis on a lively work environment.

- Some managers may see you as unrealistically optimistic.
- Your manager may prioritize facts over passion.



► Active

Many managers will appreciate that you get going quickly on tasks and projects. Furthermore, they may like how your energetic push toward new opportunities gives the organization momentum. On the other hand, some managers may see your speed as sloppy or reckless, while others may worry that your excitement could cause you to overlook other important factors.

- Your manager may see shortcuts as evidence of sloppy work.
- Some managers may find your more adventurous ideas to be impractical or unrealistic.

► Collaborative

Because of your emphasis on teamwork, your manager probably feels comfortable that you'll gather a lot of input to create stronger solutions. Many managers may also appreciate your openness to ideas even if they didn't originate with you. However, your consistently collaborative approach may lead some managers to think that you're more interested in the group process than in getting things done.

- Your manager may think that you have trouble staying on task.
- Managers who stress independent work may want you to act decisively without involving others.

► Supportive

In addition, you tend to be supportive, which isn't typical of the i style, and many managers may see your willingness to help as a great asset in making their jobs less stressful. However, some managers may think you have trouble holding people accountable for subpar performances.

- Your manager may see you as overly lenient with people who are underperforming.
- Some managers may see you as too willing to compromise on goals rather than pressure others.

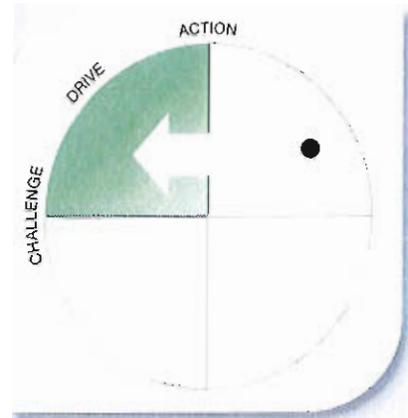
WORKING WITH “D” MANAGERS

Most of us would like to understand our own manager a bit better. If your manager tends toward D, here are some insights for working more effectively together.

Their Priorities & Preferences

Managers with the D style put a strong emphasis on drive and are active in pursuing bottom-line results. They can be demanding and blunt and won't hesitate to voice their skepticism. Overall, they respond best to people who can quickly help them achieve success.

- Unlike you, their drive for results may cause them to overlook people's feelings or make compromises to quality.
- Like you, they prioritize action and want to keep progressing at a rapid pace.
- Unlike you, they tend to openly challenge the status quo and pressure others to meet their high standards.



Advocating & Getting Buy-In

Managers with the D style want to see concrete results as fast as possible, so you may get buy-in by showing how your plan will quickly affect the bottom line. And because they respect confidence, your natural self-assurance might help your proposals get serious consideration. However, if you present your ideas enthusiastically without illustrating the substance, these managers may dismiss them as frivolous. Like you, they want to keep things moving quickly and may become frustrated when something or someone slows progress. Avoid unnecessary details, but be ready with facts in case they challenge your assumptions. Furthermore, they want to feel in control, so show respect for their leadership by offering them an ownership stake in the solution.

- Keep the focus on the bottom line.
- Project confidence in your ideas, but only when it's genuine.
- Avoid coming across as overly enthusiastic or passionate.

Dealing with Conflict

Managers with the D style can become competitive in conflict, creating win-lose scenarios in which compromise is seen as a sign of weakness. They aren't inclined to gloss over differences or avoid confrontation. This is probably quite a bit different than how you handle conflict, since you prioritize friendly relationships. When working with these managers, be careful not to brush past the issues. They're probably more frank than is comfortable for you, but remember not to take it personally. State your points objectively without getting defensive.

- Avoid viewing their directness as a personal attack.
- Don't gloss over disagreements just to keep things friendly.
- Keep the discussion focused on the issue at hand.

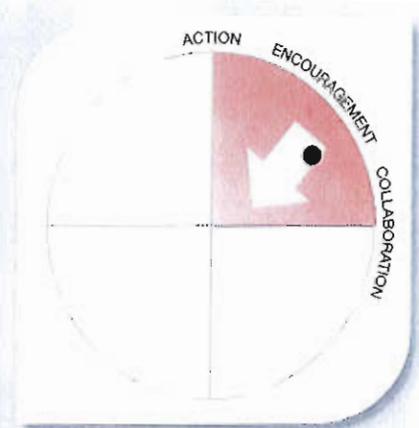
WORKING WITH “i” MANAGERS

Most of us would like to understand our own manager a bit better. If your manager tends toward i, here are some insights for working more effectively together.

Their Priorities & Preferences

Managers with the i style tend to be energetic and encourage others to do their best. Overall, they want to lead a fast-paced but friendly team, and they will likely respond best to people who like to create an optimistic team spirit.

- Like you, they give people recognition and celebrate group victories.
- Like you, they prefer to work with others and prioritize teamwork.
- Like you, they focus on action and move quickly while striving for forward progress.



Advocating & Getting Buy-In

Managers who share your i style look for cooperation and want to know how your plans will affect other people. Like you, they're interested in finding ways to interact, and they believe collaboration leads to better outcomes. To gain their buy-in, show them how team members can work together to reach your goals. Use your energetic approach to show them that your solution has the power to invigorate people, but avoid exaggerated claims that might mask legitimate flaws. Furthermore, they share your desire for fast movement and groundbreaking solutions, so lay out the big picture, and assure them that things will happen quickly once you have their buy-in.

- Emphasize how your ideas can quickly energize people.
- Discuss the effect of your ideas on other people.
- Refrain from overestimating an idea's true potential.

Dealing with Conflict

Managers who share your i style want to maintain friendly relationships. However, self-expression is very important to them, so they may demand to be heard in a conflict situation. Because you have a similar approach, you and an "i" manager may say harsh things to one another that are difficult to take back. Furthermore, you both may have trouble letting things go later. Therefore, when things get tense, express your concern for their feelings and a desire to work through the conflict quickly but thoroughly, and avoid personal attacks. Let them know that a disagreement now doesn't mean a poor relationship down the road.

- Avoid engaging in any personal attacks
- Acknowledge the importance of everyone's feelings.
- Make it clear that your relationship is still strong.

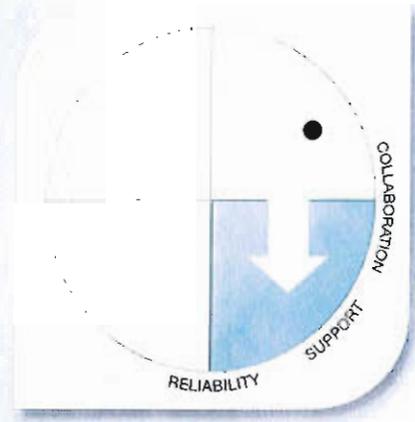
WORKING WITH “S” MANAGERS

Most of us would like to understand our own manager a bit better. If your manager tends toward S, here are some insights for working more effectively together.

Their Priorities & Preferences

Managers with the S style tend to be accommodating and dependable. Overall, they want to lead a team in a calm setting where tension is rare, and they will likely respond best to people who are friendly team players.

- Like you, they emphasize supporting others and have empathy for people's needs.
- Like you, they prioritize collaboration and want people to work together harmoniously.
- Unlike you, they often dodge change in order to maintain a dependable setting.



Advocating & Getting Buy-In

Managers with the S style want to see how your ideas can contribute to steady progress and reliable results. They are less spontaneous than you tend to be and would need time to prepare for any major changes that you might suggest. While they'll probably let you lead the discussion, remember that excessive enthusiasm is unlikely to help you gain their buy-in. Because they often weigh both sides of a decision, they may want more time to consider your proposal. Furthermore, like you, they're interested in collaboration and team unity. Capitalize on this mutual interest by specifying how your solution can create opportunities to bring the group together. And remember that if the plan feels disorganized, you may not earn their needed support. Present your ideas as clearly as you can, and be ready with details to address their concerns.

- Refrain from overwhelming them with your enthusiasm.
- Lay out your plan in a step-by-step manner.
- Emphasize how your idea helps people.

Dealing with Conflict

Managers with the S style want to avoid conflict whenever possible, so they may gloss over differences or even deny that there is a problem. Unlike others with the i style, you share their priority on support and also dislike addressing issues head-on. You may need to take a more direct approach to clear up disagreements. Don't assume their silence means the matter is resolved. Express your concern for their feelings and a desire to work through the conflict quickly but thoroughly. If you allow them to bury their feelings, resentment may build.

- Address the situation directly rather than masking your differences.
- Don't assume that their silence means they agree with you.
- Follow up to make sure the issue is resolved.

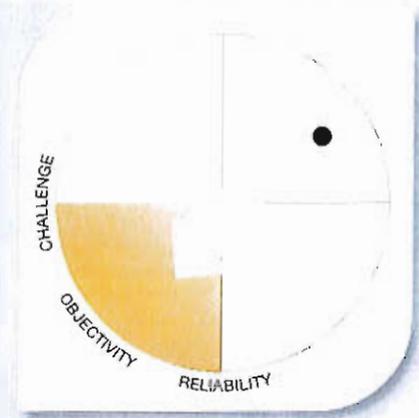
WORKING WITH “C” MANAGERS

Most of us would like to understand our own manager a bit better. If your manager tends toward C, here are some insights for working more effectively together.

Their Priorities & Preferences

Managers with the C style put a strong emphasis on logic and maintaining a stable environment. Overall, they want to lead by setting high standards, and they will likely respond best to people who share their concern for high-quality outcomes.

- Unlike you, they spend a lot of time on objective analysis to ensure accuracy.
- Unlike you, they tend to move cautiously in order to deliver a reliable outcome.
- Unlike you, they tend to show open skepticism for ideas that aren't backed up by facts.



Advocating & Getting Buy-In

Managers with the C style want to see how your ideas can lead to a high-quality solution. Because they want to anticipate potential issues or complications, they're likely to ask a lot of questions. For this reason, your big-picture focus may fail to get their buy-in. If you want them to act, prove your competence by utilizing facts and logic. Furthermore, they're more interested in reliability than speed, so you may need to slow down and show them that you've thought through all of the consequences of your plan. They're unlikely to respond well to overly enthusiastic presentations. In fact, if you come across as too passionate, they're more likely to view your efforts as chaotic and unsafe. By giving them the information they want and the time to process it, you will be much more likely to get them on your side.

- Lay out your plan clearly and avoid glossing over the specifics.
- Be ready to provide all the information they need to reach a decision.
- Refrain from overwhelming them with your enthusiasm.

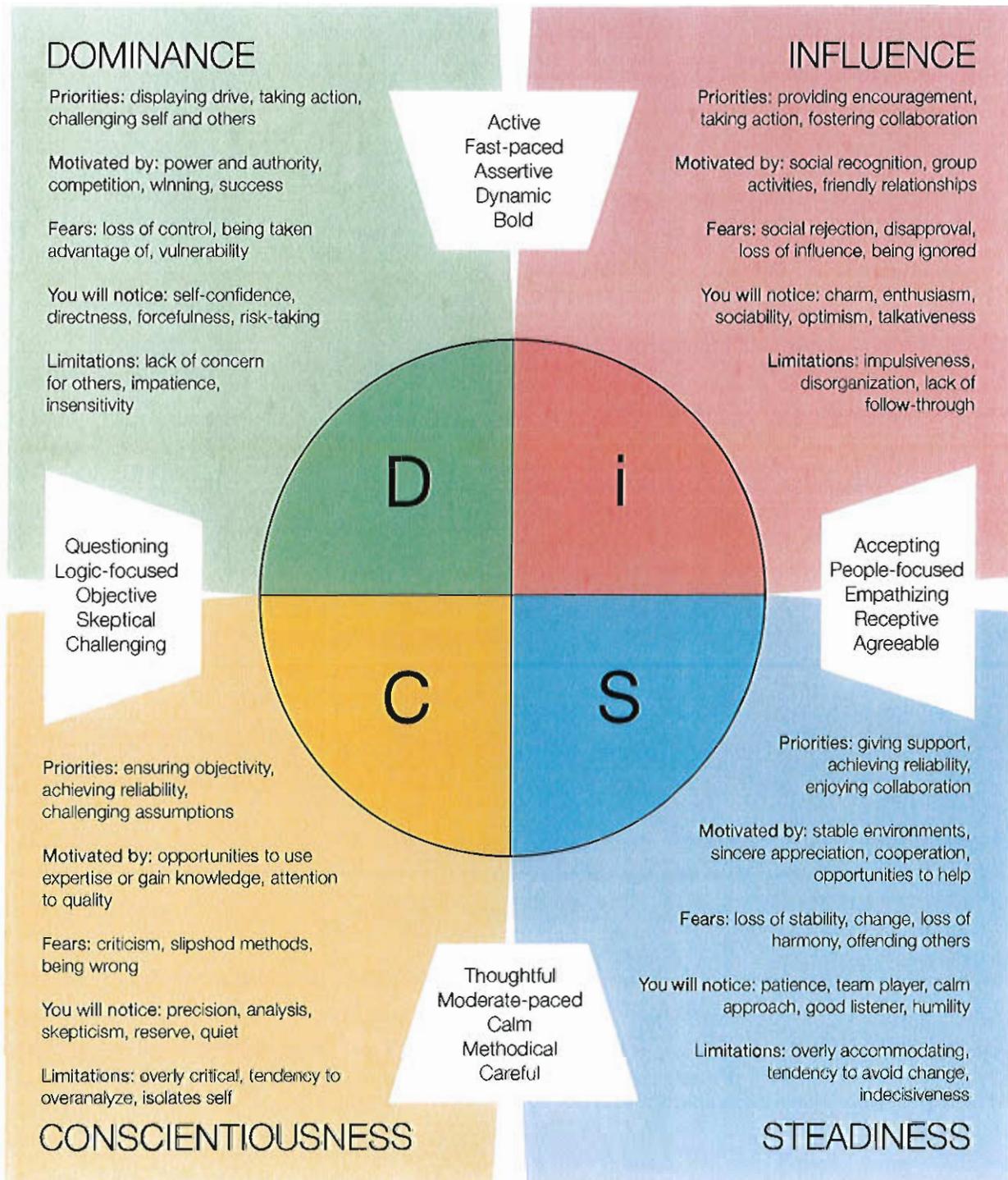
Dealing with Conflict

Because managers with the C style view conflict as a disagreement over who is correct, they may avoid direct aggression and remain objective instead. If emotions begin to run high, however, they may withdraw or refuse to discuss the matter further. You tend to gloss over differences, but if forced to confront the situation, you may become emotional. In such cases, they may not understand your need to express yourself. Therefore, you may need to focus more on facts to make sure you hear their side of the story. Don't insist on immediate resolution since they may need time to process. State your position factually and give them time to present their side.

- Support your opinions with logic and facts.
- Refrain from making emotional appeals.
- Give them space to process before confronting the issues.

APPENDIX: OVERVIEW OF THE DiSC® STYLES

The graphic below provides a snapshot of the four basic DiSC® styles.





April 25, 2016

Mr. Mike Geisel
Interim City Administrator
City of Chesterfield
690 Chesterfield Pkwy W
Chesterfield, MO 63017

Dear Mr. Geisel:

Thank you for the opportunity to provide you with a proposal for the City of Chesterfield's City Administrator recruitment and selection process. GovHR USA prides itself on a tailored, personal approach to executive recruitment and selection, able to adapt to your specific requirements for the position.

QUALIFICATIONS AND EXPERIENCE

GovHR USA is a public management consulting firm serving municipal clients and other public sector entities on a national basis. We work exclusively in the public sector, offering customized executive recruitment services, as well as providing other management studies, temporary staffing and related services for communities, counties, intergovernmental organizations and not-for-profit organizations that serve local government. GovHR USA is co-owned by Heidi Voorhees, President, and Joellen Earl, CEO. GovHR is a certified woman owned business firm in the State of Illinois.

GovHR USA was established in 2009 as Voorhees Associates, LLC. In January, 2014 Voorhees Associates combined with GovTempsUSA to form GovHR USA. This combination enables us to more effectively serve our clients by utilizing our combined resources to provide not only executive recruiting and management consulting, but also temporary staffing solutions, including short-term, long-term, and interim placements. Our headquarters offices are in Northbrook, Illinois.

Prior to 2009, Ms. Voorhees and a number of current GovHR USA consultants worked for The PAR Group, a public sector national consulting firm established in 1972. Ms. Voorhees began working for The PAR Group in 2001 and served as its President from 2006-2009. She has conducted more than 220 recruitments in her management consulting career, with many of her clients repeat clients, attesting to the high quality of work performed for them. In addition to her years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service with the Villages of Wilmette and Schaumburg, Illinois, as well as the City of Kansas City, Missouri. Ms. Earl is a seasoned manager, with expertise in public sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Earl has worked in forms of government ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services.

The firm has a total of twenty-two consultants, both generalists and specialists (public safety, finance, parks, etc.), who are based in Arizona, Florida, Illinois, Michigan, and Wisconsin, as well as six reference specialists and ten support staff.

630 Dundee Road, Suite 130, Northbrook, Illinois 60062

Local: 847.380.3240 Toll Free: 855.68GovHR (855.684.6847) Fax: 866.401.3100 GovHRUSA.com

EXECUTIVE RECRUITMENT • INTERIM STAFFING • MANAGEMENT AND HUMAN RESOURCE CONSULTING

Philosophy

Executive search is an important decision-making process for a community; our primary goal is to help our client to make a good decision. Our firm's executive recruitment philosophy embraces a professional process of integrity, trust, and respect toward all parties involved and complete commitment toward meeting the expressed needs and desires of our client. All of our services are handled by principals of the firm who have established and well-regarded reputations in the search field as well as actual operating experience in the public management fields in which they now consult. Each has impeccable professional credentials and unblemished personal reputations. Keeping both our client and prospective candidates informed on the status of the recruitment on a regular basis is also an important part of our recruitment process. Our work is carried out in an open manner with particular attention given toward seeking out critical factors of a client's organization and governance and utilizing such information respectfully and discreetly in seeking out candidates who truly have the ability to meet the expectations and needs of the client—working strenuously in developing a fully qualified, “best match” candidate pool for client consideration. Our process includes assistance in the critical final interview and selection phases of the recruitment, and availability to both client and candidate for months following the appointment. Our process was developed and refined over the years to meet the special, and often unique, needs and circumstances facing our local government, public management, and related not-for-profit clients.

Experience

GovHR USA has completed over 300 recruitments since its establishment in 2009, including over 90 for city/county management positions. Our consultants are experienced executive recruiters who have conducted over 500 recruitments, working with cities, counties, special districts and other governmental entities of all sizes throughout the country. In addition, we've held leadership positions within local government, giving us an understanding of the complexities and challenges facing today's public sector leaders.

References

The following references can speak to the quality of service provided by GovHR USA:

City Administrator recruitment

City of Maryland Heights, Missouri
Mayor Mike Moeller
11911 Dorsett Road
Maryland Heights, MO 63043
314-291-6550
mayor@marylandheights.com

City Administrator recruitment

City of Wildwood, Missouri
Mayor Timothy Woerther
16860 Main Street
Wildwood, MO 63040
636-458-0440
twoerther@cityofwildwood.com

City Manager recruitment

City of Ferguson, Missouri
Mayor James Knowles III
110 Church Street
Ferguson, MO 63135
314-521-7721
jknowles@fergusoncity.com

Consultant Assigned

GovHR USA Vice President Lee Szymborski will be responsible for your recruitment and selection process. Mr. Szymborski is currently conducting a City Administrator recruitment for the City of Republic, Missouri.

**Lee Szymborski
Senior Vice President – GovHR USA**

Lee Szymborski is a Senior Vice President with GovHR USA, working on both executive search and general management consulting assignments. He has more than 33 years of experience in local government administration.

Mr. Szymborski's experience spans both Wisconsin and Illinois communities. Mr. Szymborski served more than 15 years as City Administrator in Mequon, Wisconsin. Mequon is a full service city with \$30 million in combined budgets, and more than 170 employees serving 23,000 residents. In addition to his Wisconsin service in Mequon, he also worked for the City of Wauwatosa and Milwaukee County. In Illinois, he served for 12 years as Assistant Village Manager in Buffalo Grove.

Mr. Szymborski's track record points to a results-oriented approach to municipal government management. That is demonstrated by his work including the purchase of a \$14 M private water utility that has seen its customer base increase under city ownership (Mequon); reorganizing city departments and reducing workforce costs in an organizationally sensitive manner (Mequon); spearheading a 10-community oversight committee to secure the startup of commuter rail service (Metra) on the WI Central railway (Buffalo Grove); and re-purposing TIF funds to provide incentives that secured a \$16 M mixed-use development in Mequon's Town Center. He is additionally skilled in budgeting, personnel administration, community engagement efforts and strategic planning.

Mr. Szymborski's experience in recruiting key staff extends back to his management roles in both Buffalo Grove and Mequon. In Buffalo Grove, he handled for the Village Manager all aspects of recruiting department heads and other members of the management team. In Illinois, he was also the chief recruiter for executive director positions for two intergovernmental agencies serving the northwest Chicago suburbs. During his 15 years in Mequon, Mr. Szymborski recruited all members of the City's management team.

Since joining GovHR USA in 2014, Mr. Szymborski has assisted or managed more than 25 executive searches for communities in Wisconsin, Illinois, Missouri and Massachusetts. His recent searches include City and County Administrator and department head positions for the Wisconsin communities of Cedarburg (Town), Hartford, Lake Geneva, Waukesha, Franklin, Wausau and Eau Claire County; and he has also assisted or managed local government and intergovernmental agency searches in Illinois, Missouri and Massachusetts. He has done management studies for several Wisconsin communities and has facilitated strategic planning retreats and written plans for the City of Eau Claire and the Wisconsin City/County Management Association. He has also been part of GovHR USA's classification and compensation studies in several Wisconsin and Illinois communities.

Mr. Szymborski has published articles in *Public Management* magazine, and is an adjunct instructor at Upper Iowa University – Milwaukee Center. He holds a B.A. in Political Science, and an M.S. in Urban Affairs, both from the University of Wisconsin – Milwaukee. He is a past-president of the Mequon-Thiensville Sunrise Rotary Club, where he has been an active member since 1999. Mr. Szymborski serves on the Board of Directors for the Mequon Nature Preserve. He was the 2014 recipient of the Mequon – Thiensville Chamber of Commerce's Distinguished Service Award.

SCOPE OF WORK

A typical recruitment and selection process can take 175 hours to conduct. At least 50 hours of this time is “administrative” including ad placement, acknowledgment of résumés, reference interviews, and due diligence on candidates. These tasks may take longer if someone is performing them for the first time. We believe our experience and ability to professionally administer your recruitment will provide you with the best possible outcome. GovHR USA clients are kept informed of the progress of a recruitment throughout the recruitment process. Consultants are always available to provide information and answer questions, and details of the process such as placement of advertising and applications received are discussed in regular updates via either telephone or email.

GovHR USA suggests the following approach to your recruitment, subject to your requests for modification:

Phase I – Position Assessment, Position Announcement and Brochure Development

Phase I will include the following steps:

- **Interviews** with the Mayor and Members of the City Council, and the City’s senior staff as well as any other individuals you deem appropriate to best understand the responsibilities, challenges, and culture of the City.

At least eight (8) hours of one-on-one interviews will be conducted with elected officials, staff and the public in order to develop our Recruitment Brochure. This important document outlines the expectations that the City has for its next City Administrator, providing us with the information we need to target our recruitment. During this process we will assist you with establishing the salary for the City Administrator by conducting a salary survey of comparable communities, if so desired.

- Development of a **Position Announcement**.
- Development of a detailed **Recruitment Brochure** for your review and approval.
- Agreement on a detailed **Recruitment Timetable**.

Phase II – Advertising, Candidate Recruitment and Outreach

Phase II will include the following steps:

- Placement of the Position Announcement in appropriate professional online publications. In addition to public sector publications and web sites, outreach will include LinkedIn and other private sector resources. We can provide the City with placement recommendations, if so desired.
- The development of a database of potential candidates unique to the position and to the City of Chesterfield, focusing on the leadership and management skills identified in Phase I as well as size of organization, and experience in addressing challenges and opportunities also outlined in Phase I.
- Outreach will be done through e-mail and telephone contacts as appropriate. GovHR USA consultants have extensive knowledge of the municipal government industry and will personally identify and contact potential candidates. With more than 600 collective years of municipal and consulting experience among our consultants, we often have inside knowledge about candidates.

Phase III – Candidate Evaluation and 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 interviewed by Skype or Facetime to fully grasp their qualifications and experience as well as their interpersonal skills. This is an hour long interview, asking specific questions about their experience and skill set. This allows us to ask follow up questions and probe specific areas. It also provides us with an assessment of their verbal skills and their level of energy for and interest in the position.
- Formal and informal references (two per candidate) and an internet search of each candidate will be conducted to further verify candidates' abilities, work ethic, management and leadership skills, analytical skills, interpersonal skills, ability to interact with the media, and any areas identified for improvement.
- All résumés will be acknowledged and contacts and inquiries from candidates will be personally handled by GovHR USA, ensuring Chesterfield'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 USA will prepare a **Recruitment Report** that presents the credentials of those candidates most qualified for the position. You will advise us of the number of reports you will need for the individuals involved in this phase of the recruitment and selection process. We provide a binder which contains the candidate's cover letter and résumé. In addition, we prepare a "mini" résumé for each candidate, so that each candidate's credentials are presented in a uniform way. As résumés come in all different formats, these "mini" résumés will give you a clear, consistent look at each candidate "at a glance."
- GovHR USA will provide you with a log of all candidates who applied. You may also review all of the résumés should you so desire.
- GovHR USA will meet with you to review the Recruitment Report and expand upon the information provided. The report will arrive two to three days in advance of the meeting, giving you the opportunity to fully review it. In addition to the written report, we will spend 2 to 3 hours with you to bring the candidates to "life" by reviewing their telephone interview and providing excerpts from two (2) references we will have done on the individual.

Phase V –Interviewing Process

Phase V will include the following steps:

- At the Recommendation meeting, the Interviewing Process will be finalized including the discussion of any specific components you deem appropriate, such as a writing sample.
- GovHR USA will develop the first and second round interview questions for your review. GovHR USA will provide you with interview books that include the credentials each candidate submits, a summary of each candidate's credentials, a set of questions with room for interviewers to make notes, and an evaluation sheet to assist interviewers in assessing each candidate's skills and abilities.

- GovHR USA will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations. The schedule will incorporate a tour of City of Chesterfield facilities and interviews with Department Heads and elected officials.

We offer a community “Meet and Greet” option, at no charge, as a means for the community to interact and get to know the candidates in an informal setting. At this “Meet and Greet,” candidates would give a brief overview of themselves and answer questions from the audience.

- Once candidates for interview are selected, additional references will be contacted, along with verification of educational credentials, criminal court, credit, and motor vehicle and records checks. Using the candidate's name and work experience we review the top 200 search results available from Google, as well as his/her activity (if publicly available) on Facebook, Twitter, and other social media platforms. Employment verification can also be provided if so desired.

GovHR USA recommends a two-step interviewing process with (typically) five candidates interviewed in the first round. Following this round, we strongly suggest that two or three candidates are selected for second round interviews. Again, we will prepare a second round of interview questions and a “score sheet.”

- GovHR USA consultants will be present for all of the interviews, serving as a resource and facilitator.

Phase VI – Appointment of Candidate

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

Optional 360° Evaluation

As a service to the City of Chesterfield, we offer the option to provide you with a proposal for a 360° performance evaluation for the appointed City Administrator at about six months into his or her employment. This evaluation will include seeking feedback from both Elected Officials and Department Directors, along with any other constituent the City feels would be relevant and beneficial. This input will be obtained on a confidential basis with comments known only to the consultant. If you are interested in this option, GovHR USA will prepare a proposal for this service.

Recruitment Schedule

A detailed recruitment schedule will be provided in Phase I. The recruitment and selection process typically takes 90 days from the time the contract is signed until the candidate is appointed. We can work with you on a shorter process, should you so desire.

Our typical recruitment process includes the following milestones and deliverables:

On-site interviews of Chesterfield officials and staff, development and approval of recruitment brochure Deliverable: recruitment brochure	weeks 1-2
Placement of professional announcements; candidate identification, screening, interview and evaluation by consultant	weeks 3-8

Consultant recommendation to Council of qualified candidates Deliverable: recruitment report	week 9
Selection of candidate finalists by Council; additional background and reference checks, report preparation and presentation Deliverable: interview reports including suggested questions and evaluation sheets	week 10
Interviews of selected finalist candidates; Council selection of final candidate; negotiation, offer, acceptance and appointment	weeks 11-12

Summary of Costs

Recruitment Fee:	\$12,000
Recruitment Expenses: (not to exceed)	5,000
Expenses include consultant travel, candidate outreach, and candidate due diligence efforts..	
Advertising costs	2,000
 Total Fees:	 \$19,000*

Expenses include billing the client for up to 10 recruitment reports and 10 interview books. Clients requesting additional copies will be billed an additional per-book charge which may then exceed the estimated expenses. Advertising costs over \$2,000 will be placed only with client approval. If less than \$2,000, Client is billed only for actual cost.

*This fee does not include travel and accommodations for candidates interviewed. Recruitment brochures are produced as electronic files. Printed brochures can be provided, if desired, for an additional cost of \$900.

The above cost proposal is predicated upon three consultant visits to Chesterfield; the first for the recruitment brochure interview process; the second to present recommended candidates; and the third for the candidate interview process. Any additional consultant visits requested by the Council may result in an increase in the travel expenses and those expenses will be billed to the client.

Payment for Fees and Services

Professional fees and expenses will be invoiced as follows: Recruitment expenses and the costs for the Recruitment Brochure printing will be itemized with sufficient detail and invoiced as incurred. In addition, the Recruitment Fee will be invoiced in three (3) equal payments, billed during the course of the recruitment. The first invoice for the Recruitment Fee will be sent upon acceptance of our proposal. The second invoice will be sent following the recommendation of candidates and will include any expenses incurred to date. The final invoice will be sent upon completion of the recruitment assignment and will include all remaining expenses. Upon receipt of each invoice the City will approve payment in accordance with its claims procedures within thirty (30) days of receipt.

GovHR USA Guarantee

It is the policy of GovHR USA to assist our clients until an acceptable candidate is appointed to the position. Therefore, no additional professional fee would be incurred should the City Council not make a selection from the initial group of recommended candidates and request additional candidates be

developed for interview consideration. Additional reimbursable expenses may be incurred should the situation require consultant travel to Chesterfield beyond the planned three visits.

Upon appointment of a candidate, GovHR USA provides the following guarantee: should the selected and appointed candidate, at the request of the City of Chesterfield or the employee's own determination, leave the employ of the City of Chesterfield within the first 24 months of appointment, we will, if desired, conduct another search for the cost of expenses and announcements only.

In addition, in accordance with the policy of our firm as well as established ethics in the executive search industry, we will not actively recruit the placed employees for a period of five years.

Why Choose GovHR USA?

The heart and soul of a professional recruitment firm is the expertise it brings to its clients. GovHR USA consultants are all experienced local government executives who have demonstrated careers and expertise that brings first hand knowledge of the disciplines in which they now consult. This knowledge can assist clients in designing the appropriate interview questions, the development of written and oral exercises to best assess candidates' abilities, and facilitation of the clients' discussion of the candidates.

Our process reflects the client's goals and objectives—therefore, the time we spend developing the Recruitment Brochure is critical in our understanding of the challenges, opportunities, and culture of the position under consideration. Our candidate assessment and interviewing skills are based on thousands of interviews over the course of our Consultants' many years of experience in the recruitment and selection field. This professional familiarity allows us to be sensitive to the nuances, not only the obvious. In addition, as experienced local government professionals, our Consultants are able to ask probing, thoughtful questions and effectively evaluate the candidates' answers. We provide the client with a diverse list of potential candidates who have been fully vetted by our staff and who are truly interested in and well-qualified for the position. We respect the confidentiality of candidates' applications and are respectful of the candidates' current employment situation when we conduct reference calls. We are not a gatekeeper—clients will be provided with a list of everyone who applied and may view the résumés should they so desire.

Our firm's executive recruitment standards embrace a professional process of integrity, trust, and respect toward all parties involved and a commitment toward meeting the expressed needs and desires of our Client. Our ultimate goal is for the client to be completely satisfied with the selected candidate.

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!

Sincerely,



Heidi J. Voorhees
President
GovHR USA

ACCEPTED BY THE CITY OF CHESTERFIELD, MISSOURI

BY: _____

TITLE: _____

DATE: _____



Announces a Recruitment For

CITY ADMINISTRATOR

For THE CITY OF MARYLAND HEIGHTS, MISSOURI

GovHR USA is pleased to announce the recruitment and selection process for a City Administrator on behalf of the City of Maryland Heights, Missouri. This brochure provides background information on the City and its organization, as well as the requirements and expected qualifications for the position. Candidates should apply by August 24, 2015 with cover letter, résumé, and contact information for five professional references. To apply online visit www.govhrusa.com/current-positions/recruitment or to apply via mail send the required information to the attention of Lee Szymborski, Senior Vice President, GovHR USA, 650 Dundee Road, #270, Northbrook, IL 60062. Tel: 847-380-3240. The City of Maryland Heights is an Equal Opportunity Employer.

Lee Szymborski, Senior Vice President

GovHR USA/Voorhees Associates
650 Dundee Road, Suite 270
Northbrook, IL 60062
TEL: 847-380-3240
FAX: 866-401-3100

Formal applications should be submitted to:
www.govhrusa.com/current-positions/recruitment



PROFESSIONAL ANNOUNCEMENT

The City is seeking a progressive, collaborative professional candidate with a passion for local government, and possessing strong financial management and communication skills. A record of visibility in the community, proven financial/analytical and economic development skills are required. Experience in human resources is a plus.

A Master's degree in public administration, political science, business administration or closely related field is required. Candidates must also possess five to seven years of increasingly responsible municipal executive level experience. Other advanced executive level training such as ICMA Credentialed Manager is desired. Assistant administrator experience in a larger community will also be considered. Candidates must possess proven managerial and interpersonal skills to lead a dynamic, financially sound organization in an active and engaged community.

The City Administrator works under the policy guidance and direction of the City Council and the supervision of the Mayor. Residency is strongly encouraged. The starting salary range is \$145,000+/- depending on qualifications. The City offers a competitive benefits package. Candidates should submit their résumé, cover letter and contact information for five professional references to the attention of Lee Szymborski, Senior Vice President, GovHR, USA at 650 Dundee Road, #270, Northbrook, IL 60062. Tel: 847-380-3240 or at the GovHR website, www.govhrusa.com/current-positions/recruitment by August 24, 2015.



In addition to managing the day-to-day operations of City government, the City Administrator is the Mayor and City Council's key point of contact. The City Administrator provides key strategic oversight to the organization, assuring that long- and short-term goals and objectives are achieved. The City Administrator is also responsible for supervision of the management team and other City employees, authorizing and approving the appointment of personnel, discipline and if appropriate, termination of staff, except for sworn personnel.

In addition, the City Administrator is the City's budget officer, responsible for the annual development and implementation of the City's budget, capital improvement plan and its long-range financial management plan. The next City Administrator will find a talented group of department heads that work collaboratively in the planning for and delivery of City services. The City is assisted in its policy development by numerous Boards and Commissions, and the City Administrator is a staff-liaison to a number of those groups.

DESIRED EXPERIENCE AND SKILLS

The City desires candidates who:

- Possess proven managerial and interpersonal skills to lead a dynamic, financially sound organization in a community with high customer-service expectations.

City Administrator

- Possess strong financial management abilities, including financial forecasting, revenue enhancement, capital improvement programming, and budget development and control.
- Have an appreciation for a community that values progressive thinking combined with an appreciation for using fiscal resources wisely and judiciously; understand that core services and infrastructure make for a solid community.
- Have experience in economic development and how the City can craft meaningful and sustainable economic development initiatives.
- Are skilled in working with elected officials as a group, and individually.
- Have experience in leading a high-performing workforce with a positive, cooperative, and team-oriented approach to addressing issues and solving problems.
- Have an appreciation for working in a municipality where hospitality and entertainment venues, and a variety of businesses, bring thousands of visitors to the community on a daily basis and are a part of the City's social, cultural and economic fabric.
- Have an understanding of community visioning and strategic planning processes; possess the ability to help the City Council and staff update a long-range vision for the community and then deliver on the plan's goals and objectives.
- Have the experience and judgment to recognize the need for change when it arises, and the leadership skills, political savvy, technical competence, will and courage to effect such change.
- Have experience in supporting a contemporary human resources program for City employees, developing and maintaining strong work relationships with City staff that builds morale while also holding employees professionally accountable.
- Are adept at identifying professional development needs and addressing succession planning. Have an orientation toward continuing education and professional development for self, staff, and employees—keeping up to date and abreast of modern, innovative methods.
- Have management experience in creating an environment of trust, integrity and mentorship where employees respect one another and where the organization consistently functions at a high level of customer service.
- Have experience in intergovernmental relations, working with appropriate local, regional, state, and federal jurisdictions and agencies in a constructive and cooperative manner, presenting and representing City-approved policies in an effective manner.



- Have a successful record of working with community institutions, business leaders, and citizens' groups in a cooperative and friendly manner; open to input from all and with the grace to handle criticism constructively, particularly when the criticism is not diplomatic.
- Have a record of keeping current with modern, innovative municipal technology, programs and procedures, understanding how technology can be used to enhance transparency in government, increase efficiencies and provide better customer service for residents.

DESIRED MANAGEMENT STYLE AND PERSONAL TRAITS

- Have a background of professional and personal integrity and honesty and of leading/motivating personnel by example.
- Have the maturity, self-confidence, and strength of professional convictions to provide administrative insights and administrative counsel to the City Council and staff, being able to firmly and diplomatically present professional views and carry out administrative decisions in a timely, professional, and impartial manner.
- Are politically savvy, yet politically neutral. Be able to “read the Council,” providing guidance, advice and counsel in a manner that is impeccably objective and based on facts.
- Are an articulate and effective oral and written communicator; who is comfortable listening to and talking with a wide spectrum of people; who can clearly and concisely present written and oral information to decision makers; willingly share information as appropriate.
- Possess strong administrative leadership skills and who is able to help City staff to identify, analyze, prioritize, and thoroughly deliberate and address administrative and management issues which are critical toward meeting both current and longer range needs of the overall community.
- Are comfortable in delegating responsibility and authority to professional staff as a team player while remaining informed and conversant on the status of all programs and projects.
- Are self-starters who possess the vitality and energy to motivate and lead others; someone who seeks and enjoys a challenge.
- Possess well developed organizational skills with the ability to balance numerous projects and issues.
- Are a team leader who can coach and develop employees to meet organizational and employee goals; appreciate a work-life balance philosophy.
- Are people oriented, sincerely personable, patient, calm and accessible, with a good sense of humor.



- Can establish trust quickly with others and one who can relate to all elements of the community. Be one who genuinely embraces diversity.
- Have a genuine passion for public service; possess an energetic, “can-do” attitude with a genuine enthusiasm for City government, and who is willing to have a long-term commitment to the organization.
- Promote a strong, service-oriented, “customer relations” approach by all employees in dealing with citizenry.
- Are proactive, anticipatory and innovative.
- Possess the ability to make difficult decisions and stand behind those decisions.

COMMUNITY HISTORY AND BACKGROUND

Maryland Heights, Missouri (pop. 27,472). A vibrant and stable suburban community in northwest St. Louis County celebrating 30 years of incorporation. Maryland Heights is located approximately 20 miles from downtown St. Louis and is strategically located along Interstate I-270 between I-64 and I-70 and is less than 10 miles from Lambert St. Louis International Airport. The City is a hospitality and entertainment destination with over 3,500 hotel rooms. Combined with more than 1,600 businesses that provide for a diverse economic base, Maryland Heights is a financially sound community with a daytime population in excess of 120,000.

The earliest settlers in the Maryland Heights area were Native Americans. By the 1700s, European settlers had begun to migrate from the east in search of land. In the late 1700s, attacks forced the European settlers to band together to form permanent, fortified settlements. By 1860, the St. Louis, Kansas City & Colorado Railroad—later the Rock Island Railroad—ran through the area, cutting across Maryland Heights. That same year, millwright and blacksmith George T. Moke opened a shop in the area which later became known as Mokeville.



A substantial increase in population and the increase of suburbia after World War II changed the fabric and character of the Maryland Heights area. Many communities in St. Louis County were transformed from semi-rural areas to developed suburbs. The islands of established residential communities became surrounded by new subdivisions and urban type development.

The development of the Maryland Heights area was further facilitated by large roadway construction projects in the 1950s and 1960s. Improvements to major transportation arterials, such as Lindbergh Boulevard, Midland Avenue, and Dorsett Road were completed during this time. Construction of Interstate 70 and Interstate 270 began under the Federal Interstate Highway Act passed by Congress in 1956 also influenced growth in the area. (Source: Maryland Heights Convention and Visitors Bureau)

The single most significant development influence in post-war times on the City has been the development of the Westport Plaza and Progress West commercial and industrial developments. Much of the residential develop-

City of Maryland Heights, Missouri

ment of Maryland Heights occurred between 1965 and 1980, most of it spurred by the thousands of job opportunities generated by the Westport area developments. (Source: City of Maryland Heights Comprehensive Plan 2001)

In May 1985 as a means to ward off threats of annexation from surrounding communities, civic leaders banded together and sought incorporation as a third-class city under Missouri law. At the same time, the City adopted the Mayor – Council form of government, with a City Administrator handling the oversight of day-to-day operations of the City, and hired its first City Administrator. In August of that same year, the Maryland Heights Police Department was formed. City staff, including the police department, operated out of a converted warehouse. A modern building with state-of-the-art features and facilities now serves as the municipal government center. The city maintains five parks, an aquatic center—Aquaport, an outdoor water recreation facility—and a new 90,000 square foot community center, that will replace the existing community center, is scheduled to open in May 2016.



Today, the City lies in the hub of population and development growth which marks western St. Louis County, the most affluent area of the region. Maryland Heights enjoys a

strategic economic position at the confluence of three major interstate highways. As such, the City provides a range of services to a diverse group of year-round residents and visitors.

CITY GOVERNMENT

The legislative body consists of eight Council Members and the Mayor. Council Members are elected from four wards to serve two-year staggered terms, with four council members elected every year. The Mayor, elected at large to serve a four-year term, is the presiding officer of the City Council. The Mayor may only vote in the event of a tie by the City Council. The Mayor also has veto power.

The Mayor and Council are responsible, among other things, for passing ordinances, adopting the budget, appointing committees, and appointing the City Administrator, City Clerk, City Attorney, Prosecutor, and the Municipal Court Judge. The City Administrator is responsible for carrying out the policies and ordinances of the City Council and for overseeing the day-to-day operations of the City.



City Administrator

The City employs a full-time professional City Administrator along with well-qualified, long-tenured department heads to manage the City's affairs and public services. The current City Administrator has served since the City's incorporation 30 years ago, and is retiring soon.

For Fiscal Year 2015, the City employs approximately 223 full-time equivalent employees covering a complete range of City services including police, public works, community development, parks and recreation, plus other administrative services. Fire protection, EMS, library services and utilities are provided by other districts. The City Administrator oversees a \$34 million budget. The City holds a AA+ bond rating.

The City's assessed value in 2015 is more than \$1 billion. The City's fund balance as a percentage of the general fund is close to 100%. The main sources of municipal revenue are from gaming taxes, utility gross receipt taxes and sales taxes. The City does not levy a municipal property tax.

OTHER AREA AMENITIES

Community spirit and activities are bountiful in Maryland Heights. Maryland Heights is a premier hospitality destination, welcoming over nine million visitors a year to its 22 hotels, 50 restaurants, and exciting entertainment venues.

The City has a diverse mixture of many industries, commercial enterprises, office buildings and support services. Many firms have located in the City, creating a diverse mix of commerce. Prominent names include Hollywood Casino St. Louis, Edward Jones, Monsanto, Magellan Behavioral Health, Watlow Electric, Worldwide Technologies, and United Healthcare of the Midwest. The demand for office space and hotel rooms in the region has a major impact on the financial health of the City.

The travel and hospitality industry also has a significant influence on the City's economy and service demands. In addition to gaming, Hollywood Casino St. Louis offers several dining and nightlife options, hotel and meeting space, and special event venues. Close to the casino, there is an amphitheater with outdoor seating for 7,000 and lawn seating available for an additional 13,000 attendees.



Close to the casino, there is an amphitheater with outdoor seating for 7,000 and lawn seating available for an additional 13,000 attendees.

Community residents have a choice of both public and private elementary and high schools. Maryland Heights is served by two public school districts. The Pattonville School District is an award-winning school system serving approximately 6,000 students in grades pre-kindergarten through 12. Pattonville is fully accredited and has consistently been recognized by the State with its "Distinction in Performance Award" for academic achievement. District wide, the Parkway School District operates 18 elementary schools, five middle schools, five high schools and an Early Childhood Center, many of which have achieved the Blue Ribbon Award for Excellence in Education from the U.S. Department of Education. Parkway operates the McKelvey Elementary School in Maryland Heights.

City of Maryland Heights, Missouri

The greater St. Louis area offers a wide variety of higher education opportunities. Chief among them include Washington University in St. Louis, a private university ranked among the best in the nation by *U.S. News & World Report* and affiliated with 22 Nobel laureates. Other noteworthy institutions include St. Louis University and the University of Missouri – St. Louis.



Westport Plaza is a well-known destination in the St. Louis region, and it is located in Maryland Heights. In addition to its extensive office spaces, the plaza is home to two Sheraton hotels and several restaurants.

Located within the boundaries of the City of Maryland Heights, Creve Coeur Lake Memorial Park is home to a 320-acre lake and offers water trails, picnic shelters, playgrounds, six miles of bike and jogging paths, hiking, volleyball, athletic fields, a zip line and tree-top adventure and much more. The park is maintained by St. Louis County.

Creve Coeur Airport, located in Maryland Heights, is the home of the Historic Aircraft Restoration Museum, which has over fifty antique and vintage planes on display.

CITY VISION, MISSION, and VALUES

In 2011, the City adopted a Vision, Mission, Core Values and 5-Year (2012-2016) Strategic Goals. While an update to the strategic plan can be expected within the next year, it is helpful to show the City's vision, mission and core values so as to illustrate the community's character and direction. The City's full plan can be found on its Website. www.marylandheights.com

Vision: Maryland Heights is a distinctive, thriving community of diversity, character and value.

Mission: We will provide superior municipal services in a safe and appealing setting in order to attract and retain residents committed to our city, thriving businesses, and premier hospitality venues.

Core Values:

- Responsibility: We will manage our financial and human resources prudently and efficiently.
- Planning: We realize change is inevitable; it is our responsibility to prepare for it.
- Balance: We believe consideration of the interests of residents, businesses, and visitors are important to our future.
- Communication: We emphasize clear, timely two-way communication between the city and those we serve.
- Equity: We treat all those receiving city services fairly and equitably.

MARYLAND HEIGHTS AT A GLANCE

Population:	27,472
Households:	13,343
Assessed Value:	\$1+ Billion
FY 2014 General Fund Balance as a % of Revenues:	100%
Land Area:	23 square miles
Median Home Value:	\$140,000
Median Household Income:	\$56,199
Bond Rating:	AA+ (S&P)
Maryland Heights Workforce:	223 full-time equivalent employees (FTEs)
Total FY 2015 Combined Budget:	\$34 million

CHALLENGES AND OPPORTUNITIES

The incoming City Administrator will be faced with a number of challenges and opportunities that are not uncommon for a local unit of government in today's environment. They include:

- The City is in a strong financial position. As evidence of its financial stability, the City has a reserve of an unassigned general fund balance equivalent to 100 % of its total annual general fund expenditures, exceeding its financial policy goal of 75%. In addition, the City has been awarded the Governmental Finance Officers Association (GFOA) Certificate of Achievement in Financial Reporting for its comprehensive annual financial report (CAFR) and the GFOA Distinguished Budget Preparation Award for its annual budget document each year since 1989.

In late 2014 the City received a rating of AA+ from Standard & Poor's, citing several factors including the City's "strong management with good financial policies and practices." Like all Missouri municipalities, however, the City's finances are tested by limitations that guide the generation of new sources of revenues, and economic forces that otherwise press on governments. Noteworthy in Maryland Heights has been a decline in gaming revenues over the last several years as a result of increased competition from other casinos and a regional drop in gambling activity. The next City Administrator can expect to work closely with the elected and appointed officials in seeking out new sources of revenue,



keeping an eye on expenditures, as well as staying abreast of potential legislative changes that could affect the City, such as a possible change to the county-wide sales tax sharing formula.

City of Maryland Heights, Missouri

- The City has made a significant investment in its Parks and Recreation system over the years. Evidence can be found in its five active parks, an outdoor water recreation facility (Aquaport), the development of the McKelvey Woods Park trail system, and the construction of a new \$30 million community center underway in 2015. Existing fund balance will fund half of the cost of the 90,000 square foot facility; \$15 million in Certificates of Participation will finance the remaining cost. The next City Administrator can be expected to appreciate a community that considers parks and recreation a core municipal service.
- The City Council recently created a standing Committee of the Council to focus on economic development matters, supplementing a citizen-based Economic Development Commission in keeping with the values, goals and directives of the City's Strategic Plan and its Comprehensive Plan. The Economic Development Commission's charge is to recommend programs that encourage, advance, develop and promote commercial, industrial, retail and office development and expansion in the City of Maryland Heights; encourage cooperation and coordination among individuals, organizations and institutions concerned with economic development; and make recommendations to the City Council as to desirable legislation concerning actions, plans or programs designed to promote economic development in the city.



The Economic Development Committee works with the City Administrator who has, over the years, functioned as

the City's lead person on economic development matters. As the City matures economically and continues to tackle growth, development and redevelopment issues on a number of fronts, and as it transitions to a new City Administrator, it is contemplating several options on how best to handle economic development, including the possible creation of a staff position dedicated to economic development. With a deliberate focus on economic development, the next City Administrator can expect to work with the City Council, and the Commission, to formulate a plan on how best to position the City for success in this area, including keeping an eye on the broader implications economic development brings to the city's finances and its infrastructure.

- The new City Administrator is encouraged to look at the municipal organization and over time, evaluate service delivery processes, procedures and methods, departmental organization, collaboration, and resource-sharing. The City Council is dedicated to progressive, innovative, continuous improvement and sees this recruitment as an opportunity for a fresh look at the organization. At the same time, the next City Administrator joins a seasoned, long-tenured and highly-regarded team of professionals in the organization, and will be challenged with creating a staff succession plan that reflects its high-output and collegial organizational culture.
- In its short history, Maryland Heights prides itself as a community "built on listening" and public engagement. As such, the next City Administrator should be comfortable having a visible role in the community, easily interacting with, and embracing a diverse array of residents, individuals, businesses and organizations. In this same vein, a high-visibility, supportive and collaborative management style among City employees is also encouraged.

- The City is undergoing an update to its comprehensive plan, and the new City Administrator will be expected to help the City Council and the administrative team address a number of community development and planning challenges over the next few years. For example, the City wants to address the community's need for a more diverse housing stock. A good portion of the City contains 1960's ranch style homes, and the community recognizes that the market demands a broader range of products, including more executive-style housing. Currently, nearly 30% of the City's residents live in multi-unit complexes.

Along these lines, with the completion of the 500-year levee in 2006, the construction of a major arterial road (Page Avenue), and the extension of the Maryland Heights Expressway, an area known as Howard Bend ("The Bottoms") is primed for development. Prior to the 2008 recession, several development proposals were submitted to the City featuring big-box retail and industrial uses, but those plans never got underway. Changing market forces are again attracting developers to the location, this time with a proposal for a mixed-use development with heavy emphasis on residential development. The Comprehensive Plan currently advocates a range of commercial and industrial uses within the Howard Bend Planning Area. Given the goal of the City Council's strategic plan to encourage a range of housing options for residents in all stages of life, and the limited number of infill residential opportunities available, the City's Planning Commission has passed a resolution granting approval of the conceptual development plan for the Farms at Maryland Park, a proposed 210-acre site in the City that the City Planner has determined to be consistent with the City's Comprehensive Plan.



Similarly challenging in the area of economic development and business retention is Westport Plaza, a mix of corporate headquarters, offices, two hotels and conference facilities, plus over 200,000 square feet of retail, restaurant and entertainment establishments. The City wants to partner with the owners to develop strategies that assure this complex's long-term viability.

To summarize, Maryland Heights seeks an innovative and proactive individual with proven communications, organizational and municipal government-related skills.

The future City Administrator will be part of overseeing a unique, diverse and well organized municipality. Given the amenities that the City has to offer, residency is expected and strongly encouraged. Maryland Heights invites you to visit the web site and the City to gain an appreciation of everything it has to offer.

Recruitment Guidelines for Selecting a Local Government Administrator



January 2012

ICMA

Leaders at the Core of Better Communities

Recruitment Guidelines for Selecting a Local Government Administrator

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About ICMA

ICMA advances professional local government worldwide. Its mission is to create excellence in local governance by developing and advancing professional management of local government. ICMA, the International City/County Management Association, provides member support; publications, data, and information; peer and results-oriented assistance; and training and professional development to more than 9,000 city, town, and county experts and other individuals and organizations throughout the world. The management decisions made by ICMA's members affect 185 million individuals living in thousands of communities, from small villages and towns to large metropolitan areas.

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Preface

This *Recruitment Guidelines for Selecting a Local Government Administrator* was first published just over ten years ago. While a lot has changed in ten years, the basic process for selecting a chief administrator¹ has remained substantially the same. It still requires careful planning, astute evaluation of candidates, and a clear understanding of the relationship between the governing body² and the chief administrator. In this edition, however, new focus has been given to the ICMA Code of Ethics—the foundation of the local government management profession—and the emergence of the Voluntary Credentialed Manager program.

The Task Force on Recruitment Guidelines was formed in Fall 2010 and consisted of a very diverse group of ICMA members (many of whom have served on the ICMA Executive Board), Range Riders (former local government practitioners), younger members of the local government management profession, and representatives from executive search firms. From its only face-to-face meeting at the 2010 ICMA Conference in San José, this Task Force embraced the challenge of updating the guidelines. Over the next several months, we formed work groups to focus on three key elements of the process: recruitment, selection, and negotiation. After countless conference calls and emails, the new and improved *Recruitment Guidelines for Selecting a Local Government Administrator* emerged.

The Task Force consisted of the following ICMA members:

Jane Bais-DiSessa

City Manager
Berkley, Michigan

Bill Baldrige

Executive Search Committee
Former City Manager
Michigan Municipal League

Troy Brown

Assistant City Manager
Livermore, California

Garry Brumback

Town Manager
Southington, Connecticut

Charlie Bush

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Mike Casey

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Cincinnati, Ohio

Tony Dahlerbruch

City Manager
Rolling Hills, California

Ed Daley

City Manager
Hopewell, Virginia

Tim Ernster

City Manager
Sedona, Arizona

Tom Fountaine

Borough Manager
State College, Pennsylvania

¹ Chief administrator refers to a manager, administrator, or executive of a local government.

² Governing body refers to the elected officers of a town, village, borough, township, city, county, or a legally constituted council of governments.

Peter Herlofsky
Former City Administrator
Farmington, Minnesota

Kay James
City Manager
Canandaigua, New York

Dave Krings
Former County Manager
Hamilton County, Ohio
Peoria County, Illinois

Debra Kurita
Former Assistant City Manager
San Bernardino, California

Juliana Maller
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Bob Murray
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Andy Pederson
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Bayside, Wisconsin

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River Falls, Wisconsin

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Willmar, Minnesota

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City Manager
Edmond, Oklahoma

Bill Taylor
Field Services Manager
Municipal Association of South Carolina
Columbia, South Carolina

Michael Van Milligen
City Manager
Dubuque, Iowa

Melissa Vossmer
City Manager
Angleton, Texas

Michael Willis
General Manager
Shellharbour City Council
New South Wales, Australia

Special appreciation is extended to Tom Fountaine for serving as the negotiation section chair; Peter Herlofsky, selection section chair; and Debra Kurita, recruitment section chair. Debra Kurita deserves special recognition as she labored many hours converting writing styles and formats into one consistent, easy-to-read document. On behalf of ICMA, I am grateful for the active engagement of each Task Force member. Special thanks to Jared Dailey of the ICMA staff, who assisted in the overall coordination of the Task Force.

It is the hope of the Task Force that this guidebook is promoted and distributed to those who are in the environment to hire a chief administrator for a community. To the governing body representatives who use this guidebook, we thank you for your service to your communities and wish you every success in finding the professional local government manager to help you guide your community to be the best it can be.

In closing, it has been my privilege to have served as the chair of this Task Force.

Bonnie Svrcek
Deputy City Manager
Lynchburg, Virginia

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1. Introduction

"Thousands of decisions are made every day in cities, towns, and counties that determine our quality of life... Professional managers craft the plans and make the decisions that transform good communities into great ones.

–International City/County Management Association (ICMA)

Selecting a chief administrator is perhaps the most important decision that elected local officials will make for their community.

This guidebook was created by experienced, seasoned local government managers. It is designed to help elected officials, human resource professionals, local government staff, and professional executive search firms navigate the recruitment, selection, and negotiation processes to find the individual who is best suited to serve as the chief administrator. The chief administrator is like an orchestra conductor, directing and managing a team of professional, administrative, and field staff while interpreting and working toward the goals and objectives of the community's elected officials.

This guidebook offers best practices that will be most meaningful to you and your community in selecting a chief administrator. Because all communities, governing bodies, and chief administrators are not the same, this is not a "one size fits all" guidebook. Nevertheless, the local government managers who created this document are firmly committed to the ICMA Code of Ethics, which is a non-negotiable foundation for professional local government management, and strongly recommends that the hiring governing body use the Code of Ethics as a tool in its search for a professional local government manager. Herein, we explain recruitment choices and the selection processes to fit the unique size, culture, and dynamics of an individual community. Topics include provisions for interim management; the spectrum of resources available to assist in the recruiting process; applications, communications with applicants, and interviews; compensation; and transition. The appendices provide the ICMA Code of Ethics, ICMA Compensation Guidelines, a directory of professional organizations that are likely places to advertise for a chief administrator, potential interview questions, the do's and don'ts of applicant relations, and the ICMA Model Employment Agreement. Using this guidebook can make recruiting and selecting a new chief administrator a positive, enjoyable, and unifying experience for you and your colleagues as elected officials.

As you use this resource, you will see highlighted in the margins important points for selecting the best individual for the position.

When faced with an upcoming or immediate vacancy in the chief administrator position, the governing body must quickly address the following questions:

- What should we do to ensure that the affairs of the local government are properly administered until a new chief administrator is selected and on board?
- How do we conduct a recruitment to fill the vacancy?

The following material provides tips and guidelines on the processes that the governing body needs to employ to successfully answer these questions. It identifies and discusses the key elements of managing the organization between the time that one chief administrator departs and another arrives, as well as the major decision points in conducting the recruitment, selection, and negotiation processes for appointing the new chief administrator.

Professional local government managers are committed to

- Serving as stewards of representative democracy
- Practicing the highest standards of honesty and integrity in local governance, as expressed through ICMA's Code of Ethics
- Building sustainable communities as a core responsibility
- Networking and exchanging knowledge and skills across international boundaries
- Lifelong learning and professional development
- Financial integrity and responsibility for management of the community
- Implementing best management practices.

2. Managing the Organization during Recruitment

The governing body must act thoughtfully and deliberately in determining how to ensure that the operations of the local government are properly managed during the period before a permanent chief administrator is selected and on the job. When faced with a vacancy in the chief administrator position, the governing body needs time to carefully consider the qualities, expertise, and experience it hopes to find in a new administrator and to use the agreed-upon criteria to develop the administrator profile. It then needs sufficient time to recruit and select the best possible successor who meets these criteria. While that is happening, however, it is important that the governing body identify a professional who will act as the chief administrator and properly manage local government operations while the recruitment process is underway.

Major Decision Point: Appointing an Interim Administrator

If the vacancy is the result of a planned retirement, the governing body may consider asking the current administrator to continue leading the organization for a short period of time on a contract basis. Alternatively, the governing body may elect to consult with the outgoing administrator regarding possible staff members who could fill this role.

In some cases, the members of the governing body may agree that they have confidence in a specific staff person. If there is an assistant administrator, for example, the governing body may appoint that person as interim administrator. If this assistant will be considered for the permanent position, the appointment as interim administrator will provide the elected officials with an opportunity to observe firsthand how the assistant handles the job. Another option is to appoint an assistant or department director (who will not be a candidate for the position); someone who is mature, seasoned, competent and respected by fellow employees.

Should the governing body determine that there is no one on staff who it can or wants to appoint as the interim administrator, it may decide to retain the services of a retired administrator or an administrator who is between jobs. State associations, municipi-

pal leagues, or ICMA Range Riders are resources for identifying potential interim administrators.

The governing body should publicly announce the appointment of the interim chief administrator. Regardless of who is appointed, it should be made clear to all local government officials and staff that the interim chief administrator is responsible for implementing governing body policy and overseeing operations. It should also be made clear that if the interim administrator is ultimately selected to fill the position permanently, it will be because that person has proven to be the best among all the applicants.

Interim Management: The Governing Body's Role

Obviously, the local government must continue to operate during the interim between the departure of the current chief administrator and the appointment of the new one. The governing body and interim management team should do whatever is necessary to make sure that important projects and service delivery continue to move forward. It is important to reiterate that the governing body has the responsibility to make it clear to the staff and community that the interim administrator is in charge of the organization's operations.

The governing body should consider deferring new initiatives, when possible, until the new administrator is appointed and on the job. After all, to ensure effective administrative leadership in the future, it is desirable that the new administrator be involved in as many policy decisions as possible. Just filling a vacant department director position, for example, is an opportunity for the new administrator to begin building an administrative team. In fact, such an opportunity can be used to pique the interest of potential applicants during the recruitment process.

Although it is not desirable for the governing body to immerse itself in the administrative affairs of the local government, its members should be briefed about current organizational problems and the status of important projects before the current administrator leaves, if possible. In this way, the governing body may monitor progress on important matters, provide direction, and set priorities for the person selected as interim administrator.

3. Initiating the Recruitment

The governing body should initiate the recruitment process immediately after the official decision has been made regarding resignation, retirement, or termination. Failure to do so can potentially generate rumors within the community by various interested parties who may attempt to exert pressure on members to quickly fill the vacancy. The members of the governing body must bear in mind that an impulsive response to this pressure can be divisive for them and can damage their credibility. They must take charge of the recruitment: they must determine the process that will be used to recruit and select the best administrator, and make that decision clear to all concerned.

There may be a number of special circumstances that influence the approach and timing used to recruit a new chief administrator. The following examples provide some tips for addressing those circumstances:

- **Vacancy due to the chief administrator's termination or resignation under pressure.** If the position is vacant because the former administrator was terminated or forced to resign, neither the local government nor the former administrator will benefit from a public quarrel. It is far better for all concerned to mutually decide on a timetable for the administrator's departure. If this departure is handled professionally and in a mutually respectful manner, there is less likelihood for controversy and ill will to arise around the issues of the separation. Further, and from a recruiting standpoint, handling a difficult situation well will enhance the local government's image and thus its ability to attract quality applicants.
- **Vacancy occurring prior to an election.** Occasionally, a governing body will delay initiating the recruitment process because an election is pending. But even in the face of an election, it should prepare for the process by developing the administrator profile (described in full later in this document) and determining how the recruitment will be conducted so as to reduce the time lapse between the departure of one administrator and arrival of another.
- **Vacancies due to newly adopted council-manager form of government.** If the position is vacant because voters either just approved the formation of or adopted a change to the council-manager form of government, the beginning of the search for a new chief administrator will depend on when the change becomes effective. Depending on the circumstances, it may be possible to have applications on file by the time the new members of the governing body are sworn in. In any case, the recruitment process should be initiated as soon as possible.

4. Conducting the Recruitment

There are several major elements and decision points in the recruitment process. This section of the handbook provides tips and guidelines for the governing body in determining the approach to use in this part of the process.

The governing body has three major choices for conducting the recruitment. It can:

- Conduct the recruitment in-house
- Retain an outside party to conduct the recruitment
- Use a hybrid approach and conduct the recruitment in conjunction with an outside party.

In-House Expertise Method: Recruitments Conducted by the Local Government

If the governing body chooses to conduct the recruitment in-house, it should be with the understanding that the task will be time-consuming and complex. The governing body may also have to decide whether to conduct the process as a body, delegate the responsibility to the chairperson, or assign the task to a committee of its members. If it elects to delegate the responsibility to one or more of its members, it must be sure to select people who are well respected and have the time to provide the necessary leadership and follow-through.

To provide support in the process, the governing body should seek the assistance of the local government's human resources officer and municipal attorney. In conducting the recruitment in-house, staff can work with the governing body to develop the administrator profile and design an effective and legal recruitment and selection process. Staff can also be responsible for the administrative tasks of placing advertisements, collecting résumés, and scheduling interviews. However, the governing body or its delegated members will approve the selection of the final candidates and conduct the interviews, and, of course, the body as a whole will make the final selection. In this scenario, staff serve as a resource throughout the entire recruitment process.

Outside Expertise Method: Recruitments Conducted with an Outside Party

The governing body can retain an outside party to conduct the recruitment. In some cases the interim or a retired administrator may be asked to coordinate the recruitment process. More often, however, the governing body will contract with a firm that specializes in providing executive search assistance.

When using an executive search firm, the governing body plays an active role in the process. It develops the administrator profile, approves the selection of the applicants, interviews the candidates, and, of course, makes the final selection. The benefit of using an executive search firm is the expertise that the firm brings to the process and its ability to coordinate the recruitment.

Typically the executive search firm begins by meeting with the elected officials either individually or as a group to help them develop the administrator profile. It is the firm's responsibility to facilitate these discussions and help the governing body reach a consensus. After this matter has been settled, the firm coordinates the overall process and assumes responsibility for all tasks until it is time for the elected body to select and interview candidates. During this process, the firm updates the governing body, keeping the members informed of its progress. As the firm will be responsible for all the administrative details, the role of the staff is usually limited to providing information about the local government and coordinating with the firm.

Governing bodies that use an outside service should ensure that a reputable firm, one familiar with the special requirements of local government management, is selected. The experience of the firm should be checked through contact with references—in particular, representatives of local governments that have used its services. Further, the governing body should be fully aware of the costs and benefits when deciding whether to use outside expertise.

Hybrid Method: In-House in Conjunction with Outside Party

In the third alternative, the governing body can conduct the recruitment in-house and supplement the process, where necessary, with assistance from an executive search firm or another outside source, such as an the ICMA Range Rider.

In some cases, the governing body may seek assistance at the beginning of the process to facilitate the discussion, develop the administrator profile, and

determine the structure of the recruitment process. In other cases, local government officials may initiate the process in-house by developing the profile and advertising for the vacancy, and they may then use an outside source to help review résumés, conduct reference checks, and structure the interview process. This alternative may be most appropriate if cost is a concern; however, because it also presents opportunities for lapses in communication, the exact responsibilities of each party must be clarified in a written agreement.

5. Key Elements of the Recruitment Framework

Regardless of the method chosen for conducting the recruitment, the governing body must develop a framework for the recruitment process. It must agree at the outset on a number of key issues critical to the success of the recruitment, including criteria for the administrator profile, compensation range and components, and timing and geographic scope of the search.

Major Decision Point: Development of an Administrator Profile

The most significant decision point for the governing body in the recruitment of a new administrator is to define what the members are looking for—that is, to create the administrator profile. The profile will encompass those qualities, characteristics, experience, and areas of expertise that would be found in an ideal candidate. Only by considering how applicants compare and measure against one another and, of course, against the established criteria, can the governing body be sure that the candidate it appoints has the appropriate combination of work experience, management experience, and leadership style to be successful in the position.

The governing body should begin with a survey of its needs and those of the organization. To determine the needs of the organization, the governing body should invite input from the department directors. Items to be considered include size of the local government, composition of the community, services provided, and overall objectives and priorities of the governing body. The work experience, skills, and expertise of the candidates must relate to these factors. The governing body should also consider both the “nuts-and-bolts” skills and abilities, such as budgeting, human resources, and technological know-how, and the “soft” skills, such as the ability to work with people and to lead an organization. These criteria will form the basis for reviewing résumés, selecting finalists, and making a hiring decision.

Unless the governing body can come to consensus on these criteria, it may be difficult to find the right candidate. By reaching consensus, however, the governing body will be better able to inform the applicants on what it is looking for in a chief administrator.

The ICMA Voluntary Credentialing Program recognizes professional local government managers qualified by a combination of education and experience, adherence to high standards of integrity, and an assessed commitment to lifelong learning and professional development. For more information, visit www.icma.org/en/icma/members/credentialing.

Developing the administrator profile helps the governing body define its needs and establishes the groundwork for generating a rich pool of applicants with the skills and abilities to address the needs of the governing body, the community, and the organization.

Decision Point: Community Engagement in Administrator Profile

The governing body must decide whether to engage community members or committees in the recruitment process. In most cases, the local government assumes responsibility for the recruitment and conducts the process without involving members of the community.

In some cases, however, a governing body may seek input from community members or committees when developing the administrator profile. This not only allows the community to be part of the process but also may provide the governing body with a better understanding of the role of the administrator. Depending on the method that the governing body uses to conduct the recruitment, gathering input from the community would be facilitated by staff, the outside recruiter, or the elected officials.

Although community input will be valuable, the governing body will ultimately determine the qualities and experiences to be incorporated into the administrator profile, and this should be clearly communicated to the community. It is, after all, to the governing body that the new administrator will be directly reporting.

Governing bodies need to be very alert to the dangers of either hiring a clone of the outgoing administrator, assuming that person is leaving on good terms, or a polar opposite, assuming that person is leaving on less than good terms. The importance of evaluating the current needs of the governing body and locality cannot be overstated.

Major Decision Point: Administrator Compensation

Another critical element to be considered at the outset of the recruitment process is administrator compensation. It is important for the local government to have some general understanding of the acceptable salary range, but it is also important to have some flexibility. Some local governments identify a range; others provide the salary of the current administrator as an indicator; and still others may leave the salary open, to be commensurate with the new hire's background and experience. The governing body will also determine other components of the administrator's compensation, such as deferred compensation, vacation accrual, and professional development allowances.

It is important for the governing body to make clear that it wants the best administrator it can find. In general, potential applicants for the position will want to have some indication of the salary range and compensation package. But that will be only one of many factors that they will use in deciding whether to apply.

ICMA has developed compensation guidelines for negotiating salary and benefits for local government positions. These guidelines are provided in Appendix B and are also available online at www.icma.org/compensationguidelines. The actual compensation package will be negotiated with the final candidate at the conclusion of the recruitment process.

Schedule

Since top candidates often view applying for a new job as a major career decision, it is important that they have adequate time to consider the opportunity, discuss it with their families, and prepare an appropriate résumé. Similarly, the governing body, staff, or executive recruitment firm needs sufficient time to review résumés and conduct reference checks to ensure that good candidates are not overlooked and that finalists meet the desired qualifications. It cannot be overemphasized that the recruitment should move forward expeditiously while also allowing adequate time for a thorough and comprehensive search.

The timing of the recruitment can sometimes be affected by publication deadlines, which are important in terms of properly advertising the vacant position. An ideal timetable would provide **at least sixty days** from the start of the recruitment to the deadline for submitting résumés; **thirty days** to review résumés, conduct background checks, interview candidates, and make a final selection; and **at least thirty days** for the new administrator to relocate. To maximize flexibility in the process, the governing body may advertise the position with an "open until filled" statement.

Profile: Impact of Special Circumstances:

As the governing body decides on the criteria for the administrator profile, three types of situations should receive special consideration:

1. A local government that has just changed its form of government will ordinarily need an administrator who can inspire local government officials with the enthusiasm needed to implement the new structure. A first administrator in a new structure should be adept at public relations and at establishing relationships with incumbent officials and employees.
2. When an administrator has been dismissed or has resigned under pressure, the governing body tends to look for strengths in areas in which the outgoing administrator showed weaknesses. There are dangers, however, in overcompensating for qualities that have led to dissatisfaction. If the outgoing administrator gave too much freedom to subordinates, for example, suddenly changing to a strong disciplinarian might result in antagonisms that would only lead to further problems. Sometimes a new administrator will be confronted with major problems that must be addressed immediately. If such a situation is anticipated, the governing body should make these circumstances known to any applicant who is being seriously considered.
3. When a popular administrator retires or moves to another local government, the governing body may ask for this person's assistance in the search for a successor. However, the governing body should not overlook the possible need for new strengths or different qualities.

Geographic Scope

Another factor to consider in determining the recruitment framework is the geographic scope: should the search be nationwide, statewide, or regional? A broad geographic search may attract more applicants who have demonstrated an ability to manage in a complex urban environment. On the other hand, a focus on the local government's state or region may provide applicants who have a better understanding of and orientation to local problems, legal issues, financing alternatives, and similar matters. In any event, the new administrator will provide a fresh perspective on the issues and challenges facing the community and the organization.

From the applicant's perspective, it is assumed that the local government is looking for the best candidate and that all résumés, regardless of where the applicant currently works, will be reviewed carefully. The determination of the scope of the recruitment will influence the advertising and outreach strategies used.

Advertising and Outreach Strategies

In order to generate a sufficient and diverse pool of qualified applicants, the governing body should develop advertising and outreach strategies.

Advertising Campaign It is to the advantage of the local government to ensure that every professional who might have an interest in the vacant position is aware of the opportunity to apply for it. Therefore, it is important that the advertising campaign be comprehensive and include a carefully worded advertisement. This does not mean, however, that the campaign has to be extensive or expensive. Most local governments, for example, avoid advertising for an administrator in general circulation newspapers unless there is a local requirement to the contrary; this is an expensive form of advertising that does not reach the targeted audience.

More effective vehicles for advertising for chief administrators can be found with organizations that are directly related to local government. In addition to ICMA, the following sources should be considered:

- National League of Cities
- National Association of Counties
- National Association of County Administrators
- National Forum for Black Public Administrators
- International Hispanic Network
- American Society for Public Administration.

Resources at the state level include state municipal leagues, county associations, and municipal assistants organizations. Many of these organizations publish newsletters or magazines and have an online presence; the subscribers to these resources are the men and women in the public administration and local government management professions. Addresses and websites for these resources are listed in Appendix C.

Local governments have some flexibility when preparing and placing advertisements, but at a minimum, the advertisement should include the following:

- Title of the vacant position
- Name of the local government
- Population of the local government
- Amounts of the operating and capital budgets
- Number of full-time employees
- Services provided
- Statement regarding the compensation package
- Filing deadline, including any special items of information desired such as current salary and work-related references
- A brief description of key areas of interest and desirable experience and qualifications (or a reference or email link to the administrator profile)
- Indication of whether residency is required
- A timetable indicating the principal steps and timeframe for the overall recruitment
- Where and to whom to send résumés with a notation as to whether email submittals are acceptable or required
- Website of the local government.

It should be noted that some publications permit the use of display ads that incorporate the local government logo and/or graphics within an innovative format.

In addition to the advertisement, the governing body, through the staff or the executive recruiter, will usually develop a printed brochure that describes the community, the organization, and the position, as well as providing the administrator profile and the governing body's key goals and objectives.

Outreach Strategy While advertising can generate outstanding applicants and the local government should look closely at all received résumés, the governing body should supplement the advertising campaign by identifying an outreach strategy to ensure that the search extends to the widest possible pool of

qualified applicants. The outreach strategy may have a number of approaches for attracting external candidates, encouraging superior internal candidates to apply, and promoting diversity in the applicant pool.

For External Applicants Useful sources of information about potential external candidates include the current administrator, former and retired administrators, members of the local government, local government officials in adjacent communities, executive directors of state leagues, directors of university public administration programs, leaders of regional municipal assistants, and ICMA Range Riders.

When determining an outreach strategy, the governing body, in conjunction with staff or the recruiter, could consider sending letters to identified individuals advising them of the opening and inviting them to send a résumé if they are interested in the position. The correspondence should include a basic package of information describing the local government and the vacant position. For the purposes of confidentiality, all correspondence should either be sent to the applicant's private residence or marked "Personal and Confidential" if sent to the workplace.

Shortly after the letter has been mailed, a follow-up telephone call should be made to confirm that the correspondence was received, assure the recipient that it was not a form letter, indicate why the position may be a good career opportunity, and answer questions. The same deadline for submitting résumés should be used in both the advertisements and the supplemental letters of invitation.

For Internal Applicants The local government should be sure to inform its employees of the vacancy and of how and when to apply. The governing body itself may directly invite one or more employees, such as the assistant city administrator or a department

director, to submit a résumé, or it may do so indirectly through staff or the executive recruiter. Whether in-house applicants are solicited or apply on their own, it is important that they be treated in the same manner as other applicants.

It should be made clear that if an in-house applicant is ultimately selected, it is because the governing body has determined that the candidate was the best choice of all those who applied. While most applicants will receive written notification of their status, the governing body may decide to talk personally with any in-house applicant who was not selected in order to provide good communication with staff, maintain morale, and help ensure an orderly and positive transition.

For Diversity of Applicants Development of a strategy to generate a diverse applicant pool helps to ensure a broad cross-section of candidates. A rich pool with applicants of both sexes and from different races and ethnic backgrounds is beneficial because the chosen candidate will likely bring a different perspective to the organization. Having diversity within a local government can enhance the organization's overall responsiveness to an increasingly more diverse spectrum of residents, improve its relations with surrounding communities, increase its ability to manage change, and expand its creativity.

In addition, the governing body may develop an outreach strategy to encourage the participation of applicants from diverse professional backgrounds. Organizations large and small use executive members of their staff on various levels, and there is often a significant wealth of knowledge to be found among candidates who have had successful careers as assistant city administrators, as department heads, and in other management positions.

6. Key Elements of the Application Process

The application process is the point where effective screening of candidates begins. For this part of the recruitment to be successful, the governing body must proceed carefully and with considerable thought. This section addresses issues such as whether to use a standardized application form; how to provide potential applicants with key information about the position and the local government; and the importance of establishing and maintaining good relations with applicants. High-quality applicants are more likely to pursue the vacancy if the local government can portray itself as a well-run, organized, and efficient organization.

The Application Form

Most local governments prefer to ask applicants to submit a résumé in whatever format the applicant determines will be most effective, rather than a standardized application form. For the applicant, this approach provides flexibility to present past work experience in a way that relates directly to the position in question. At the same time, it permits the local government to see how the applicant organizes and presents material in a written format. The manner in which materials are prepared can be an indication of real interest in the position.

A standardized application form is not recommended in recruitments for the governing body's top administrative professional. If one is used, however, it should be easy to complete, and the information requested should be relevant to the vacant position. Regardless of the form of application, the applicant should be required to submit a cover letter and résumé.

The Local Government Information Packet

Serious applicants will not submit a résumé for consideration until they have done their homework and have satisfied themselves that the position represents a good career opportunity. Often they will seek information from local government officials about the community, the organization, and the position.

This is one of the first contacts that will form an impression of the local government on the potential applicant. If the impression created is that the

Two critical elements of applicant relations are important to stress: keeping the candidates informed of the status of the process and maintaining confidentiality.

recruitment is well organized, that the local government officials know what they are looking for and are consistent in the message, and that sufficient information about the locality is easily obtained, potential applicants are more likely to form a positive image of the position and the governing body in deciding whether to apply.

To help disseminate the same information to all applicants, the governing body could put together a packet of information that includes:

1. A copy of the outreach brochure or other documents that provide the criteria for the position, indicating key objectives and priorities and the administrator profile
2. Ordinance or charter requirements if they contain significant or unusual provisions regarding the position
3. Summary information about the local government, including organizational structure, personnel practices, number of employees, services provided, and budget data
4. Information about the community in the form of a chamber of commerce brochure or similar publication, if such is attractively prepared and available
5. Websites that contain information on the local government and community
6. The name, phone number, and e-mail address of a contact person.

Applicant Relations

Appendix E in this handbook provides some basic do's and don'ts regarding applicant relations and the recruitment process. The two key areas that are important to stress are candidate status notification and confidentiality.

There is no faster way to damage the image of the local government and to lose good applicants than to violate the trust or assurance that was given regarding confidentiality.

Candidate Status Notification As a rule, it is important to engage in the simple and courteous steps of acknowledging résumés as they are received and of notifying applicants of their status as the recruitment proceeds. Prompt acknowledgment of résumés is one indication that the process is being handled in a businesslike manner, and it can add to the applicant's positive impression of the organization. This acknowledgment also should inform the applicant of the recruitment timetable. Unless there are unusual or unanticipated delays, this response should be sufficient until applicants are actually notified as to their final status. To maintain confidentiality, all correspondence should be directed to the applicant's home, not business address.

Additionally, if special circumstances arise (such as a recall election) that might cause a delay in either the recruitment or the selection process, it is important to communicate any changes in the established schedule to all applicants.

Similarly, notifying all applicants as to their status, even if they are not selected as finalists, is a basic courtesy that will affect how the candidate views the local government.

Maintaining Confidentiality Confidentiality is an important consideration in any recruitment. Present job security and long-term career opportunities could

be jeopardized if an applicant's interest in another position is made public prematurely. While applicants realize that the local government will want to contact their current employers to conduct background checks and assess their job performance, they typically prefer to wait until it is clear that they are going to be considered as finalists who will be invited to the second interviews for the position.

The governing body should determine, at the outset, the extent to which the recruitment process will be confidential. The governing body, in consultation with the local government's attorney, should decide the level of confidentiality due to the varying open record and disclosure statutes between the states. If applicants' names are likely to be disclosed at any point, potential applicants should be advised so that they may take it into account in deciding whether to pursue the vacancy.

From a recruiting standpoint, assurance of confidentiality will result in more applications being submitted, particularly from those who are currently employed elsewhere. As confidentiality is important to both parties, such assurances should be honored, and applicants should be given adequate time to notify their current employers before those employers are contacted by the recruiting local government.

7. The Role of the Media in the Recruitment Process

Members of the media will obviously have an interest in the recruitment process and their involvement will be dictated in part by state law and in part by tradition. At the outset, local government officials should brief the media on the timing and steps involved in the overall process. After the deadline has passed for submitting résumés, the governing body may decide to brief the media and the community on the overall response.

As the confidentiality of résumés is a major concern in any recruitment and can significantly affect the number and quality of résumés received, applicants should be apprised of any applicable state laws in this area, and the governing body, with advice from the local government's attorney, should determine what information will and will not be made available to the media.

8. The Selection Process

Once the deadline for submitting résumés has passed and all applications have been received, the selection process begins. Principal steps are as follows:

- Reviewing the applications
- Determining which candidates will be interviewed
- Interviewing the candidates
- Making the final selection.

Reviewing the Applications

The selection process begins with a review of the applications and résumés that have been submitted. Depending on how the governing body has chosen to conduct the recruitment, the participants involved in this initial review may be the body as a whole, the chief elected officer, a subcommittee of the governing body, the staff, or the executive recruitment firm. Alternatively, some local governments have used a panel of chief administrators from other local governments to serve as a screening panel. Regardless of who performs the screening, the objective of the initial review is to identify those candidates who best reflect the qualities, characteristics, experience, and areas of expertise that were defined in the administrator profile.

Major Decision Point: Determining the Candidates to Be Interviewed

The determination of the candidates to be interviewed is a significant decision point in the selection process. The objective here is to narrow the total group of applicants to a smaller group that will continue to the next step.

Initial Background Check After the group of applicants has been narrowed down to those who meet the qualifications described in the administrator profile, the list may be further refined by confirming educational credentials and conducting online checks. Such reviews should not violate the confidentiality of the applicant pool. For online checks, it is important to consider the source and avoid drawing hasty conclusions from these sources.

Selection of Candidates After the review of the résumés and the initial background check, the participants in this process should meet with the governing body as a whole to recommend which applicants should be invited to an interview. The chosen group of candidates should be large enough to expose the governing body to an array of personalities. In most cases, **five to ten candidates** should be selected. The governing body may also establish a secondary list of candidates who could be invited to the interview if one or more of the first group of candidates decline or are unable to continue with the process.

Informing the Candidates Once candidates have been selected, the governing body representative, the staff, or the executive recruiter should contact the each candidate by phone and do the following:

1. Inform the candidate that he or she has been selected to be interviewed and offer congratulations (the candidate should be made to feel that the governing body is pleased to have reviewed his or her résumé). At the same time, confirm the candidate's continuing interest in the position.
2. Advise the candidate of: the nature of the interview process, including date and time, number of other candidates, whether there are any in-house candidates, and when a decision is expected to be made. Indicate that all the details and information will be confirmed in a written correspondence. If email is to be used for this correspondence, confirm the candidate's email address.
3. As described in the section on applicant relations, the governing body should have already determined the extent to which the recruitment process will be confidential. At this point, the candidate should be advised if the names of candidates are to be made public and be given the opportunity to withdraw.
4. Confirm that the candidate has received the information package provided during the application process. Indicate that a supplemental package with more detailed information will be provided directly to the candidate's home in advance of the interview. The supplemental package may include:

- A list of governing body members and their occupations
- Copies of meeting minutes from the past several months
- The general or comprehensive plan and land use maps
- The most recent budget
- A recent bond prospectus
- Any other material that would be of particular relevance, given the goals and objectives of the local government and the criteria for the position.

As an alternative to a paper package of information, the candidates can be directed to the locality's website for such information.

5. Confirm local government policy on reimbursement of expenses incurred in conjunction with the interview. Many local governments reimburse candidates for all out-of-pocket expenses, including reasonable transportation, room, and board. ("Reasonable" is intended to eliminate first-class airline tickets, four-star hotels, and gourmet restaurants.)

Such reimbursement of expenses is another way that the local government can demonstrate its interest in the candidate. It reinforces the positive nature of the recruitment process and is sometimes a factor in whether the candidate is able to attend. Should there be strong reluctance on the part of the governing body to reimburse all expenses, the local government can share expenses with the candidate or can agree to reimburse all expenses incurred after the first trip.

The local government staff can offer to handle all reservations, transportation, and related matters, but this can be cumbersome and time-consuming. In most cases, the local government confirms the time and place and lets the candidate make his or her own arrangements. The candidates usually prefer this approach as well.

Interviewing the Candidates

Most local governments use the interview approach for selecting the chief administrator. In this approach, the governing body will meet as a whole with each individual candidate. As the initial interview is usually limited to an hour, a second interview with one or more of the finalists is generally incorporated into the process.

Initial Interview The following provides important guidelines for conducting the initial interview.

Structure of the Interview The interview process should be well organized in a comfortable setting for both parties that invites open and relaxed discussions. This element of the process is generally not considered a public meeting, although the governing body, staff, or executive recruiter should consult with the city's legal advisor to ensure that all requisite notices are sent and other legal requirements are met.

All members of the governing body should participate in the interview with one member, usually the chair, designated as the discussion leader. This interview should last at least an hour as it is difficult to pursue a range of questions in less time. Further, all candidates anticipate and deserve an opportunity to present their qualifications to the governing body and describe their interest in the position. It is important to realize that the interview process not only provides the governing body with an opportunity to improve its knowledge of the candidate but also influences the candidate's interest in the position.

As part of the initial interview, the governing body may want to include a comprehensive tour of the community. A trusted senior staff person would be a likely tour guide.

Content of the Interview Questions During the first interview, the governing body will question the candidate about a variety of matters, such as overall work experience, specific accomplishments, career objectives, alternative approaches to practical problems faced by the local government, and similar matters. A list of potential questions is provided in Appendix D.

The interview also gives the candidate an opportunity to evaluate the governing body as a group and to ask questions. An important issue to discuss during the interview is the governing body's working relationship with the administrator, clarifying all roles and responsibilities.

During the formal and any informal meetings between the governing body and the candidates, discussions and questions should focus on the criteria for the position that were established at the outset of the recruiting process. Obviously, discussions should stay within acceptable legal parameters and should not include references to politics, religion, age, racial origin, and sexual preferences.

When the initial interview process is over, the governing body should avoid impulsive action but rather take whatever time is necessary to arrive at a comfortable and well-reasoned decision. At this point, either one person has emerged as the clear choice of the

governing body; or, more likely, the pool of candidates has been narrowed down to two or three individuals that the governing body would like to further pursue. In most cases, the process will involve a second interview of this smaller group of finalists. However, if there is one clear choice, please refer to the section entitled “Making the Final Selection.”

Second Interview If, after the initial interview, there are two or three candidates that the governing body would like to further consider, a couple of options exist for setting up a second interview:

1. The governing body may invite the finalists back for a second, more in-depth interview, coupled perhaps with some sort of community function. This arrangement often provides the governing body with the insight needed to make a final decision.
2. The governing body may invite the finalists back for a second, more in-depth interview, coupled with an opportunity for community leaders and/or staff to provide input into the selection of the chief administrator.

In either case, finalists should be notified of their status, congratulated for being among the select few who will be further considered, informed of the process, and asked for permission for the governing body to conduct reference checks.

Reference Checks As the governing body is now deciding between two or three qualified candidates, it is important at this point to conduct reference checks that provide additional information on which to base the decision. References should be checked to learn about each finalist’s ability to work effectively with people, to develop a more complete understanding of the finalist’s work experience and specific accomplishments, and to see if the finalist’s qualifications match the profile for the position. The following suggestions are important for ensuring consistency and thoroughness when conducting reference checks:

- The reference checks may be performed by members of the governing body, staff, or executive recruitment firm. In general, however, it is advisable to limit the number of people performing the checks to one or two. It may be difficult, depending on the number of candidates, to have one person perform all the reference checks, especially if there are three references for each candidate. Further, it can be helpful if two people compare notes on the same candidates.

- Be consistent in discussing issues with and asking questions of each candidate in order to provide a good basis for comparison.
- Contact enough people to ensure a consistent reading as to the candidate’s strengths and weaknesses. If a reference can say only good things about the candidate, he or she should be asked directly what weaknesses the candidate has.

Decision Point: Inviting the Candidate’s Spouse/ Partner While the focus of the recruitment is on the chief administrator, the governing body may formally invite the candidate’s spouse/partner to the community during the interview process. Generally, this type of invitation occurs only after the first interview process has narrowed the group of candidates down to the top two or three. The spouse/partner should never be included in the formal interview process, nor made to feel as if he or she is being interrogated in any way.

If the governing body formally invites the spouse/partner to accompany the candidate, it is important that this part of the process be as well organized as all the other parts that concern the candidate directly. Here, too, an important impression about the community is being made. The interests of the spouse/partner should be carefully determined and accommodated.

On the other hand, the governing body may use an informal, non-structured approach to the involvement of the spouse/partner. Understanding that a candidate may bring his or her spouse/partner along to explore the community as a possible future home, the governing body may consider having a packet of relevant community information available.

Decision Point: Community Involvement The governing body must decide whether to involve community members or committees in the interview process. In most cases, the local government assumes responsibility for the interviews and conducts the process of selecting the new chief administrator without the involvement of members of the community.

In some cases, however, governing bodies have chosen to supplement the usual discussion between members and finalists by inviting community leaders to participate. For example, finalists may meet with selected community leaders to answer questions and receive their input on matters they consider important to the local government. If this option is taken, the purpose of the meeting should be made clear to all involved. Both the finalist and the community members should know whether these meetings are intended simply to provide the

finalist with additional information on the local government or whether the community group will also be involved in the actual selection process. In the latter case, although the input from the community will be valuable, it should be made clear that the governing body will make the final selection based upon a variety of factors.

Decision Point: Staff Involvement The governing body must also decide whether to involve staff members in the interview process. It may choose to supplement the usual discussion between members and finalists by inviting staff members to participate. For example, finalists may meet with selected department directors to answer questions and review departmental operations in more detail.

If this option is taken, its purpose should be made clear to all involved. Both the finalist and the staff members should know whether these meetings are intended simply to provide the finalist with additional information on the local government or whether the group will also be involved in the selection process. In the latter case, although the input from the staff will be valuable, it should be made clear that the governing body will make the final selection based upon a variety of factors.

Major Decision Point: Making the Final Selection

After the second interviews, there should be one person who is the clear first choice of the majority, if not all, of the governing body. It is important to both the governing body and the potential new hire that the decision be unanimous, if possible. A unanimous vote from the governing body demonstrates a commitment of support to the new chief administrator and sends a positive message to both the organization and the community. If the governing body is divided on the appointment and the decision is not unanimous, however, the chosen finalist should be advised of this prior to accepting the position.

Once the selection has been made, the governing body, staff, or executive recruiter should contact the

It is important that the vote for the new chief administrator be unanimous, if possible. This sends a positive message to the organization and the community.

finalist, confirm his or her willingness to accept the position, and obtain permission to conduct a very thorough background check, which will be performed by an outside party. This process includes interviews with individuals in the candidate's current community, an investigation into possible criminal history, and a credit check, which requires the candidate's consent.

Another element of this final selection process may include some or all of the members of the governing body making an on-site visit to the finalist's current community. Often finalists insist that an agreement regarding terms and conditions of employment be agreed upon before being open to a site visit.

Once the governing body is satisfied with the results of that process, it may inform the finalist and move ahead to put together a total compensation package and discuss other related arrangements. However, if the governing body is unable to satisfactorily conclude negotiations with its first choice, it may need to engage in discussions with one of the other finalists. Thus, it should refrain from notifying the other finalists until all arrangements have been finalized with the first-choice candidate.

From a public image standpoint, it is imperative that all candidates learn about the final selection from the governing body or its representative, as opposed to hearing about it from a third party or reading about it online or in a newsletter or professional publication. A representative from the governing body, staff, or executive recruitment firm should personally contact the runners-up prior to or at the same time that a news release about the appointment is issued.

9. The Negotiation Process

Once the local government has made its decision and the finalist has indicated a willingness to serve as the chief administrator, a number of final arrangements must be completed. These include negotiating a compensation package and completing transition activities. Only after these arrangements are concluded can the new chief administrator relocate and begin work for the community.

Preparation for Negotiation

The governing body needs to ensure that relations with the new administrator get off to a good start. At this point, nothing should happen that causes the new administrator to reconsider.

It is important that the governing body identify a single individual to act as the negotiator for the local government. Depending on the approach that the governing body has selected, the negotiator may be a member of the governing body; a member of the staff, such as the interim chief administrator or the municipal attorney; or the executive recruiter. The following are important guidelines regarding the structure of the negotiations:

1. The atmosphere should be friendly and relaxed.
2. The negotiator should be flexible. Negotiating implies a willingness to consider options and alternatives in pursuit of an acceptable package. There may well be more than one way to meet the financial objectives of the new administrator.
3. The governing body should be realistic. No matter how beautiful and desirable the community or position may be, the finalist is unlikely to accept the new position without an increase in pay over his or her present salary.

Major Decision Point: Negotiating Compensation

In compensation negotiations, base salary is a good place to start. The ICMA Compensation Guidelines, which are provided in Appendix B, are a good source of information to help with this part of the process. The person conducting the negotiation on behalf of the local government should keep the following questions in mind:

The governing body should rely on a single individual to handle its part of the negotiation process.

The process should be friendly and relaxed; the negotiator should be flexible; and the governing body should be realistic in its guidelines to the negotiator.

1. Ultimately, what salary will be acceptable to the governing body?
2. What is the bargaining range?
3. What is the current salary of the applicant?
4. What type of salary and total compensation package did the candidate discuss during the interview?

ICMA, the National Association of Counties, and state leagues of cities and counties are sources of information on the salaries of local government administrators around the country. Prior to initiating negotiations, the governing body should compare its salary range with that of other governing bodies in same region of the country.

Elements of Total Compensation Elements of a total compensation package typically include:

- Base salary
- Deferred compensation
- Severance pay
- Use of government car or car allowance
- Use of technology or technology allowance
- Retirement plan
- Medical and other insurance (dental, optical, life, disability)
- Vacation accrual
- Holidays
- Sick leave accrual
- Membership dues, conference, and professional development attendance fees.

Before the negotiation begins, the governing body should ask the candidate to provide a written itemization of his or her current total compensation. After receiving this information, the person negotiating on behalf of the governing body should outline a proposed package and provide it to the candidate. Usually there will be no negotiation on those benefits that are similar among local governments, such as medical insurance and holidays. The variables most often relate to base salary and particular financial objectives, such as deferred compensation, health insurance, and requirements to join a state retirement system.

The proposed compensation package should

- (1) leave the individual whole on basic benefits,
- (2) provide an appropriate step forward in cash-related benefits, (3) ensure an increase in take-home pay, and
- (4) deal with any particular financial objectives that the new administrator may have.

Noncompensation Elements During the negotiations, some issues will arise that do not relate to the total compensation package but may well have significant financial implications for both the local government and the new administrator. Both parties need to be flexible and realistic in dealing with these issues:

- **Relocation expenses:** It is common for local governments to pay the one-time cost of relocating the administrator and his or her family and household furnishings to the new local government. Sometimes both parties agree on a “not-to-exceed” figure based on estimates from moving companies.
- **Temporary housing:** An allowance for temporary housing is usually provided until the new administrator is able to sell his or her former home and/or relocate his or her family. Typically, this amount is sufficient to cover the cost of a modern furnished apartment or condominium. Again, both parties may agree to a fixed time period or amount.
- **Commuting expenses:** As with temporary housing, the local government often will agree to reimburse the administrator for periodic family visits or for the spouse/partner to visit for house-hunting purposes.
- **Housing assistance:** Regional variations in the cost of housing or housing financing can complicate the negotiations. There is considerable precedent

for local governments—using appropriate safeguards and limits—to assist in the purchase and/or financing of housing for the new administrator. A variety of options exist, including a loan or a salary supplement.

Employment Agreements It is in the interests of both the community and the chief administrator to have a written summary of the terms and conditions of employment to which both parties have agreed. The stable working situation created by such an agreement helps to attract and keep top-flight administrators in a generally mobile profession. ICMA recommends the use of employment agreements because the detailing of salary, benefits, and other conditions of the administrator’s job puts those items where they belong—in a contract where both parties can know what is expected—and removes them from the daily agenda of the chief administrator and members of the governing body.

While such an agreement usually does not refer to a specific term of employment and permits either the governing body or the chief administrator to terminate for cause or at will, it should include a section providing the administrator with severance pay for a fixed period of time if he or she is terminated. This provides important personal and professional security for local government chief administrators, as they have the rather unique situation of working at the pleasure of the governing body with the possibility of dismissal for any reason at any time.

While not a lengthy legal document, the employment agreement is usually drafted by the local government’s attorney. The new administrator is often given an opportunity to prepare a first draft for consideration. If an employment agreement is not used, a formal letter of understanding, at a minimum, should be prepared.

As a final note on this process, the governing body should be prepared for the possibility that it will be unable to reach agreement on compensation or other matters with the first-choice candidate. In these instances, the governing body typically enters into negotiations with its second-choice candidate. As indicated previously, once an agreement has been finalized, all other candidates should be promptly notified that they were not selected.

10. The Transition Process

After the governing body and new chief administrator have reached agreement on the issues of compensation, starting date, and method and timing of announcing the selection to both the community and the administrator's former local government, the transition process begins.

Announcing the Selection

The announcement of the selection should be well planned and coordinated between the governing body and new chief administrator. Two factors should precede any formal announcement of the appointment:

- The successful candidate has formally accepted the position and the negotiations have been concluded; and
- The successful candidate has been given the opportunity to notify his or her current governing body about the appointment.

This public announcement should be coordinated carefully to recognize the instantaneous nature of electronic communication.

Additional Elements

Additional elements that the governing body may employ to ensure a smooth transition for the new chief administrator are as follows:

- **General assistance:** For a smooth transition, the local government should offer whatever general assistance the new administrator might need in moving, such as introductions to realtors and

bankers and support to the spouse/partner in finding suitable employment.

- **Orientation meetings:** The governing body should arrange to introduce the new chief administrator to department heads and local government staff. While the new administrator may have met some of these individuals during the interview process, a special meeting or reception can be a pleasant way to turn over responsibility. Similar meetings, briefing sessions, and/or receptions can be arranged to introduce the new administrator and his or her family to community groups, civic leaders, and residents in general.
- **Local government work session, orientation, and review of objectives:** It is desirable to have an initial work session with the new administrator to discuss and clarify initial expectations on both sides and to review goals and objectives. Even though some of these issues may have been raised during the interview process, communication from the outset can help ensure a smooth working relationship.
- **Performance evaluation:** Using the position's goals and objectives as a starting point, the governing body and new chief administrator should agree to an annual or semiannual review of the administrator's performance. This established and formal process helps to ensure that communication between the parties is maintained, that progress is monitored, and that goals and objectives are reviewed and refined on a regular basis.

11. Conclusion

Choosing a chief administrator can be the most significant action of the governing body. The chief administrator is a leader, coach, and chief of strategy for the staff team whose job it is to implement a vision, policy, and procedures; accomplish goals; and achieve the desired output of the organization. Similar to a chief executive officer of a Fortune 500 company, the chief administrator is also responsible for serving an elected governing body, managing the financial aspects of the organization, directing the employees, ensuring quality customer service, and implementing legal and ethical standards. Furthermore, unique to public agencies, the chief administrator oversees an organization that is focused on providing a variety of services to the community rather than on making a profit.

In addition to a very diversified portfolio of services that must be provided and interests that must be served fairly, the chief administrator is responsible for an organization that must balance its budget; provide for and encourage public input into decision making; and understand, respect, and appreciate the political environment. In summary, the position of chief administrator requires a variety of skill sets—not every person is capable of performing the role. Therefore,

selecting the right person for the job is critical for the governing body and for the community.

This guidebook addresses a number of factors to consider in recruiting, selecting, negotiating, and hiring a professional local government manager. In doing so, it elaborates on the “best practices” for identifying the appropriate skills and background of a chief administrator, noting that the governing body must identify the qualities, characteristics, experience, and areas of expertise that would be found in the ideal candidate. Throughout the entire process, clear communication to staff, the community, and the media is essential for achieving the governing body’s goals. In the end, the process of recruiting and selecting a chief administrator should be a positive and unifying experience, resulting in the appointment of an individual who represents and embodies the governing body’s vision for the future.

ICMA and its members are resources available for providing guidance and recommendations in the recruitment of a chief administrator. With this document, we hope we have provided a basic understanding of the process involved in selecting a professional local government manager who meets the needs of the community.

Appendix A

ICMA Code of Ethics with Guidelines

The ICMA Code of Ethics was adopted by the ICMA membership in 1924, and most recently amended by the membership in May 1998. The Guidelines for the Code were adopted by the ICMA Executive Board in 1972, and most recently revised in July 2004.

The mission of ICMA is to create excellence in local governance by developing and fostering professional local government management worldwide. To further this mission, certain principles, as enforced by the Rules of Procedure, shall govern the conduct of every member of ICMA, who shall:

1. Be dedicated to the concepts of effective and democratic local government by responsible elected officials and believe that professional general management is essential to the achievement of this objective.
2. Affirm the dignity and worth of the services rendered by government and maintain a constructive, creative, and practical attitude toward local government affairs and a deep sense of social responsibility as a trusted public servant.

Guideline

Advice to Officials of Other Local Governments. When members advise and respond to inquiries from elected or appointed officials of other local governments, they should inform the administrators of those communities.

3. Be dedicated to the highest ideals of honor and integrity in all public and personal relationships in order that the member may merit the respect and confidence of the elected officials, of other officials and employees, and of the public.

Guidelines

Public Confidence. Members should conduct themselves so as to maintain public confidence in their profession, their local government, and in their performance of the public trust.

Impression of Influence. Members should conduct their official and personal affairs in such a manner as to give the clear impression that they cannot be improperly influenced in the performance of their official duties.

Appointment Commitment. Members who accept an appointment to a position should not fail to report for that position. This does not preclude the possibility of

a member considering several offers or seeking several positions at the same time, but once a *bona fide* offer of a position has been accepted, that commitment should be honored. Oral acceptance of an employment offer is considered binding unless the employer makes fundamental changes in terms of employment.

Credentials. An application for employment or for ICMA's Voluntary Credentialing Program should be complete and accurate as to all pertinent details of education, experience, and personal history. Members should recognize that both omissions and inaccuracies must be avoided.

Professional Respect. Members seeking a management position should show professional respect for persons formerly holding the position or for others who might be applying for the same position. Professional respect does not preclude honest differences of opinion; it does preclude attacking a person's motives or integrity in order to be appointed to a position.

Reporting Ethics Violations. When becoming aware of a possible violation of the ICMA Code of Ethics, members are encouraged to report the matter to ICMA. In reporting the matter, members may choose to go on record as the complainant or report the matter on a confidential basis.

Confidentiality. Members should not discuss or divulge information with anyone about pending or completed ethics cases, except as specifically authorized by the Rules of Procedure for Enforcement of the Code of Ethics.

Seeking Employment. Members should not seek employment for a position having an incumbent administrator who has not resigned or been officially informed that his or her services are to be terminated.

4. Recognize that the chief function of local government at all times is to serve the best interests of all of the people.

Guideline

Length of Service. A minimum of two years generally is considered necessary in order to render a professional service to the local government. A short tenure should be the exception rather than a recurring experience. However, under special circumstances, it may be in the best interests of the local government and the member to separate in a shorter time. Examples of such circumstances would include refusal of the appointing authority to honor commitments concerning conditions of employment, a vote of no confidence in the member, or severe personal problems. It is the responsibility of an applicant for a position to ascertain conditions of employment. Inadequately determining terms of employment prior to arrival does not justify premature termination.

5. Submit policy proposals to elected officials; provide them with facts and advice on matters of policy as a basis for making decisions and setting community goals; and uphold and implement local government policies adopted by elected officials.

Guideline

Conflicting Roles. Members who serve multiple roles—working as both city attorney and city manager for the same community, for example—should avoid participating in matters that create the appearance of a conflict of interest. They should disclose the potential conflict to the governing body so that other opinions may be solicited.

6. Recognize that elected representatives of the people are entitled to the credit for the establishment of local government policies; responsibility for policy execution rests with the members.
7. Refrain from all political activities which undermine public confidence in professional administrators. Refrain from participation in the election of the members of the employing legislative body.

Guidelines

Elections of the Governing body. Members should maintain a reputation for serving equally and impartially all members of the governing body of the local government they serve, regardless of party. To this end, they should not engage in active participation in the election campaign on behalf of or in opposition to candidates for the governing body.

Elections of Elected Executives. Members should not engage in the election campaign of any candidate for mayor or elected county executive.

Running for Office. Members shall not run for elected office or become involved in political activities related to running for elected office. They shall not seek political endorsements, financial contributions or engage in other campaign activities.

Elections. Members share with their fellow citizens the right and responsibility to vote and to voice their opinion on public issues. However, in order not to impair their effectiveness on behalf of the local governments they serve, they shall not participate in political activities to support the candidacy of individuals running for any city, county, special district, school, state or federal offices. Specifically, they shall not endorse candidates, make financial contributions, sign or circulate petitions, or participate in fund-raising activities for individuals seeking or holding elected office.

Elections in the Council-Manager Plan. Members may assist in preparing and presenting materials that explain the council-manager form of government to the public prior to an election on the use of the plan. If assistance is required by another community, members may respond. All activities regarding ballot issues should be conducted within local regulations and in a professional manner.

Presentation of Issues. Members may assist the governing body in presenting issues involved in referenda such as bond issues, annexations, and similar matters.

8. Make it a duty continually to improve the member's professional ability and to develop the competence of associates in the use of management techniques.

Guidelines

Self-Assessment. Each member should assess his or her professional skills and abilities on a periodic basis.

Professional Development. Each member should commit at least 40 hours per year to professional development activities that are based on the practices identified by the members of ICMA.

9. Keep the community informed on local government affairs; encourage communication between the citizens and all local government officers; emphasize friendly and courteous service to the public; and seek to improve the quality and image of public service.

10. Resist any encroachment on professional responsibilities, believing the member should be free to carry out official policies without interference, and handle each problem without discrimination on the basis of principle and justice.

Guideline

Information Sharing. The member should openly share information with the governing body while diligently carrying out the member's responsibilities as set forth in the charter or enabling legislation.

11. Handle all matters of personnel on the basis of merit so that fairness and impartiality govern a member's decisions, pertaining to appointments, pay adjustments, promotions, and discipline.

Guideline

Equal Opportunity. All decisions pertaining to appointments, pay adjustments, promotions, and discipline should prohibit discrimination because of race, color, religion, sex, national origin, sexual orientation, political affiliation, disability, age, or marital status.

It should be the members' personal and professional responsibility to actively recruit and hire a diverse staff throughout their organizations.

12. Seek no favor; believe that personal aggrandizement or profit secured by confidential information or by misuse of public time is dishonest.

Guidelines

Gifts. Members should not directly or indirectly solicit any gift or accept or receive any gift--whether it be money, services, loan, travel, entertainment, hospitality, promise, or any other form--under the following circumstances: (1) it could be reasonably inferred or expected that the gift was intended to influence them in the performance of their official duties; or (2) the gift was intended to serve as a reward for any official action on their part.

It is important that the prohibition of unsolicited gifts be limited to circumstances related to improper influence. In *de minimus* situations, such as meal checks, some modest maximum dollar value should be determined by the member as a guideline. The guideline is not intended to isolate members from normal social practices where gifts among friends, associates, and relatives are appropriate for certain occasions.

Investments in Conflict with Official Duties. Member should not invest or hold any investment, directly or

indirectly, in any financial business, commercial, or other private transaction that creates a conflict with their official duties.

In the case of real estate, the potential use of confidential information and knowledge to further a member's personal interest requires special consideration. This guideline recognizes that members' official actions and decisions can be influenced if there is a conflict with personal investments. Purchases and sales which might be interpreted as speculation for quick profit ought to be avoided (see the guideline on "Confidential Information").

Because personal investments may prejudice or may appear to influence official actions and decisions, members may, in concert with their governing body, provide for disclosure of such investments prior to accepting their position as local government administrator or prior to any official action by the governing body that may affect such investments.

Personal Relationships. Member should disclose any personal relationship to the governing body in any instance where there could be the appearance of a conflict of interest. For example, if the manager's spouse works for a developer doing business with the local government, that fact should be disclosed.

Confidential Information. Members should not disclose to others, or use to further their personal interest, confidential information acquired by them in the course of their official duties.

Private Employment. Members should not engage in, solicit, negotiate for, or promise to accept private employment, nor should they render services for private interests or conduct a private business when such employment, service, or business creates a conflict with or impairs the proper discharge of their official duties.

Teaching, lecturing, writing, or consulting are typical activities that may not involve conflict of interest, or impair the proper discharge of their official duties. Prior notification of the appointing authority is appropriate in all cases of outside employment.

Representation. Members should not represent any outside interest before any agency, whether public or private, except with the authorization of or at the direction of the appointing authority they serve.

Endorsements. Members should not endorse commercial products or services by agreeing to use their photograph, endorsement, or quotation in paid or other commercial advertisements, whether or not for compensation. Members may, however, agree to endorse the

following, provided they do not receive any compensation: (1) books or other publications; (2) professional development or educational services provided by non-profit membership organizations or recognized educational institutions; (3) products and/or services in which the local government has a direct economic interest.

Members' observations, opinions, and analyses of commercial products used or tested by their local governments are appropriate and useful to the profession when included as part of professional articles and reports.

Appendix B

ICMA Guidelines for Compensation

Maintaining public trust and integrity in local government requires both effective governance and management of the organization. The following guidelines are intended to establish a best practice for establishing and negotiating compensation for local government executives and staff and to clarify the roles and responsibilities of the governing body, local government manager, and employee.

The Principles

Compensation and personnel matters should be guided by the core principles of the ICMA Code of Ethics. ICMA affirms that the standard practice for establishing the compensation of local government managers be fair, reasonable, transparent, and based on comparable public salaries nationally and regionally. ICMA members should act with integrity in all personal and professional matters in order to merit the trust of elected officials, the public and employees. Local government managers have an ethical responsibility to be clear about what is being requested and to avoid excessive compensation.

Elected officials perform a critical governance role providing oversight of the management of the organization. To that end, they must be engaged in establishing the process for determining the compensation for all executives appointed by the governing body.

Compensation should be based on the position requirements, the complexity of the job reflected in the composition of the organization and community, the leadership needed, labor market conditions, cost of living in the community, and the organization's ability to pay.

The Process for Negotiating Executive Compensation

To establish fair and reasonable compensation, the governing body operating as a committee of the whole or as a designated evaluation and compensation subcommittee, should design and implement the methodology for setting the compensation of the local government manager and any other appointees of the governing body.

Compensation benchmarks should be established based on comparable local government or public sector agencies.

The governing body should engage experts whether contracted or in house as necessary to provide the information required to establish fair and reasonable compensation levels.

All decisions on compensation and benefits must be made by the entire governing body in a public meeting.

Compensation Guidelines for Local Government Executives

A starting point for the elected officials and local government manager in any salary negotiation should be to

1. Determine the requirements of the job and the experience needed to successfully perform the job duties.
2. Examine market conditions to learn what comparable public sector executives earn. A best practice would be to gather information using pre-determined comparable benchmark local governments or public sector agencies.
3. Understand the services provided by the local government along with the nature of the current issues in the organization and in the community, and then compare these with the individual's expertise and proven ability to resolve those issues.
4. Identify the local government's current financial position, its ability to pay, and the existing policies toward compensation relative to market conditions.
5. Weigh factors such as the individual's credentials, experience and expertise when setting salary.
6. Consider additional compensation in areas where the cost of living is high and the governing body wants the manager to reside within the community. In addition, other unique and special circumstances may be taken into consideration, such as difficult recruitment markets and the particularly challenging needs of the public agency.
7. Seek legal advice as needed and appropriate during periods prior to the beginning of employment when terms and conditions are being negotiated and finalized.

Severance

Severance provisions established in the employment agreement must be both reasonable and affordable so that the cost of the severance is not an impediment to fulfilling the governing body's right to terminate a manager's service, if desired, but is consistent with the role and expectations of the position. The ICMA Model Employment Agreement (see Appendix F) recommends a one year severance but recognizes that the length of service with an organization may justify a higher severance.

Compensation Changes

1. Benefits and salary increases should be reasonably comparable to those that local government executives receive within the designated benchmark or regional market area and generally consistent with other employees.
2. Merit adjustments or bonuses should be contingent upon performance and the overall financial position of the local government to afford additional compensation payments. Provisions regarding consideration of periodic merit adjustments in salary should be pre-determined.
3. Local government managers must recognize and effectively manage conflicts of interest inherent in compensation changes. Managers should avoid taking steps regarding pension and other benefits where they will be the sole or primary beneficiary of the change. Examples include:
 - Dramatically increasing salary thereby leading to pension spiking.
 - Recommending or implementing single highest year to determine retirement benefits
4. An individual should receive a single salary that recognizes all duties and responsibilities assigned rather than different salaries for different assignments.
5. Local government managers should not put their personal compensation interests before the good of the overall organization and that of the citizens.

Transparency

1. Local government managers should provide their total compensation package to the governing body

when requesting compensation changes so that the governing body has a comprehensive view of the compensation package.

2. In the interest of fairness and transparency, there should be full disclosure to the governing body, prior to formal consideration and approval, of the potential cost of any benefit changes negotiated during employment.
3. When the terms and conditions of employment are being renegotiated with the employer and at the end when the employment is being terminated, ICMA members have a duty to advise the elected officials to seek legal advice.
4. In the interests of transparency, the salary plan and salary ranges for local government positions, including that of the manager, should be publicly accessible on the agency's website.

General Compensation Guidelines for All Employees

1. Each local government should establish benchmark agencies, which are determined using set criteria such as, but not limited to,
 - Geographic proximity
 - Similarity with regard to the nature of the services provided
 - Similarity in employer size/population size
 - Similarity in the socioeconomic makeup of the population
 - Other similar employers in the immediate area.
2. The local government should develop appropriate compensation levels that are in line with their labor market. Doing so will enable the organization to establish and maintain a reputation as a competitive, fair, and equitable employer as well as a good steward of public funds.
3. When considering any salary or benefit changes, the immediate and anticipated long-term financial resources of the organization always should be taken into account.
4. Appropriate financial practices should be followed to both disclose and properly fund any related future liability to the local government.

Appendix C:

Professional Organizations to Consider Posting Position Vacancy

International City/County Management Association (ICMA)

777 North Capitol Street NE, Suite 500
Washington, DC 20002
Phone: 202-289-4262

JobCenter

Rates/Information:

www.icma.org/en/icma/career_network/employers/difference

American Society for Public Administration (ASPA)

1301 Pennsylvania Avenue NW, Suite 700
Washington, DC 20004
Phone: 202-393-7878

PublicServiceCareers.org (online)

Rates/Information:

www.publicservicecareers.org/?pageid=617

National Association of Counties (NACo)

25 Massachusetts Avenue NW, Suite 500
Washington, DC 20001
Phone: 202-393-6226 or 1-888-407-6226

JobsOnline (website) and County News Job Market/Classified Ad (newspaper)

Rates/Submissions:

www.naco.org/programs/jobsonline/Pages/JobsOnlineSubmission.aspx

National Association of County Administrators (NACA)

777 North Capitol Street NE, Suite 500
Washington, DC 20002
Email: naca@icma.org

National Forum for Black Public Administrators (NFBPA)

777 North Capitol Street NE, Suite 807
Washington, DC 20002
Phone: 202-408-9300

NFBPA Career Center

Ad Rates/Information: careers.nfbpa.org/rates.cfm

Phone: 1-866-964-2765

E-mail (Job Posting Sales): postings@boxwoodtech.com

National League of Cities (NLC)

1301 Pennsylvania Avenue NW, Suite 550
Washington, DC 20004

Nation's Cities Weekly Classifieds

Rates/Submissions:

www.nlc.org/news-center/nations-cities-weekly/classifieds/ncw-submit-classified

International Hispanic Network (IHN)

2107 North First Street, Suite 470
San José, CA 95131
Phone: 408-392-0232

Job Posting

Rates/Submissions:

www.ihnonline.org/jobsaddform.asp

STATE MUNICIPAL LEAGUES

Alabama League of Municipalities (www.alalm.org)

535 Adams Avenue
Montgomery, AL 36104
Phone: 334-262-2566

Municipal Classified Ads

Posting Information: carrieb@alalm.org

Alaska Municipal League (www.akml.org)

217 Second Street, Suite 200
Juneau, AK 99801
Phone: 907-586-1325

AML Classifieds

Informational Brochure:

www.akml.org/uploads/MunicipalClassifiedAdGuidelines.pdf

Phone: 1-877-636-1325

Email: info@akml.org

League of Arizona Cities and Towns (www.azleague.org)

1820 West Washington Street
Phoenix, AZ 85007
Phone: 602-258-5786

Municipal Employment Opportunities

Rates/Information:

www.azleague.org/index.cfm?fuseaction=jobs.main

Email: jobs@azleague.org

Arkansas Municipal League (www.arml.org)

301 West 2nd Street
North Little Rock, AR 72115
Phone: 501-374-3484

City & Town Municipal Mart

Rates/Information:

www.arml.org/classifieds.html

Submissions: 501-374-3484

League of California Cities (www.cacities.org)

1400 K Street, Suite 400
Sacramento, CA 95814
Phone: 916-658-8200

Western Cities

Rates/Submissions:

www.westerncity.com/Western-City/Job-Opportunities/How-to-Post-a-Job

Colorado Municipal League (www.cml.org)

1144 Sherman Street
Denver, CO 80203
Phone: 303-831-6411 or 1-866-578-0936

CareerLink

Postings: www.cml.org/CareerLink.aspx

Connecticut Conference of Municipalities (www.ccm-ct.org)

900 Chapel Street, 9th Floor
New Haven, CT 06510
Phone: 203-498-3000

Municipal Job Bank

Information/Rates/Submissions:

www.ccm-ct.org/Plugs/job-bank.aspx

Delaware League of Local Governments (www.dllg.org)

P.O. Box 484
Dover, DE 19903
Phone: 302-678-0991

Provides no employment listings

Florida League of Cities (www.floridaleagueofcities.com)

301 South Bronough Street, Suite 300
Tallahassee, FL 32301
Phone: 850-222-9684 or 1-800-342-8112

FLC E-News

Information/Submissions:

www.floridaleagueofcities.com/Publications.aspx?CNID=179

Phone: 850-322-7221

Georgia Municipal Association (www.gmanet.com)

201 Pryor Street SW
Atlanta, GA 30303
Phone: 404-688-0472

Classifieds/Marketplace

Submissions:

www.glga.org/SubmitListing.aspx

Phone: 678-686-6209

Hawaii (none available)

Association of Idaho Cities (www.idahocities.org)

3100 South Vista Avenue, Suite 310
Boise, ID 83705
Phone 208-344-8594

Employment Opportunities

Information/Rates/Submissions:

www.idahocities.org/index.aspx?nid=213

Illinois Municipal League (www.iml.org)

500 East Capitol Avenue
Springfield, IL 62701
Phone: 217-525-1220

Classifieds

Information/Submissions:

www.iml.org/contact.cfm?user=rturner&subject=Submit%20Classified%20Ad

Rates: www.iml.org/page.cfm?category=640

Indiana Association of Cities and Towns

(www.citiesandtowns.org)

200 South Meridian Street, Suite 340
Indianapolis, IN 46225
Phone: 317-237-6200

Municipal Dispatch

*Contact Publications and Marketing Director
Staff Directory:*

www.citiesandtowns.org/topic/subtopic.php?fDD=2-15

Iowa League of Cities (www.iowaleague.org)

317 Sixth Avenue, Suite 800
Des Moines, IA 50309
Phone: 515-244-7282

Classifieds

Information/Rates/Submissions:

www.iowaleague.org/Pages/SubmitClassified.aspx

League of Kansas Municipalities (www.lkm.org)

300 SW Eighth Avenue
Topeka, KS 66603
Phone: 785-354-9565

Kansas Government Journal (and online)

Rates: www.lkm.org/classifieds/jobs

Submissions: classifieds@lkm.org

Kentucky League of Cities (www.klc.org)

100 East Vine Street, Suite 800
Lexington, KY 40507
Phone: 859-977-3700 or 1-800-876-4552

City Job Opportunities Online

Submissions: www.klc.org/employment_post.asp

Louisiana Municipal Association (www.lma.org)

700 North 10th Street
Baton Rouge, LA 70802
Phone: 225-344-5001 or 1-800-234-8274

Maine Municipal Association (www.memun.org)

60 Community Drive
Augusta, ME 04330
Phone: 207-623-8428

Job Bank and Classifieds

Information/Rates:

www2.memun.org/public/wantads/itemlist.cfm

Submissions: ResourceCenter@memun.org

Maryland Municipal League (www.md MUNICIPAL.org)

1212 West Street
Annapolis, MD 21401
Phone: 410-268-5514 or 1-800-492-7121

Classifieds

Submissions: stevel@md MUNICIPAL.org

Massachusetts Municipal Association (www.mma.org)

One Winthrop Square
Boston, Massachusetts 02110
Phone: 617-426-7272

The Beacon (and online)

Information/Rates:

www.mma.org/ad-rates-and-details

Submissions: www.mma.org/ad-submission-form

Michigan Municipal League (www.mml.org)

1675 Green Road
Ann Arbor, MI 48105
Phone: 734-662-3246 or 1-800-653-2483

Classifieds

Information/Rates:

www.mml.org/classifieds/guidelines.html

Submissions:

www.mml.org/classifieds/classifiedsform.php

League of Minnesota Cities (www.lmc.org)

145 University Avenue West
St. Paul, MN 55103
Phone: 651-281-1200 or 1-800-925-1122

City Job Opportunities

Information/Rates:

www.lmc.org/page/1/posting-city-jobs.jsp

Submissions: HR-CityAds@lmc.org

Mississippi Municipal League (www.mmlonline.com)

600 East Amite Street, Suite 104
Jackson, MS 39201
Phone: 601-353-5854

Classifieds

www.mmlonline.com/classifieds.aspx

Contact MML Staff – Staff Directory:

www.mmlonline.com/contact.aspx

Missouri Municipal League (www.mocities.com)

1727 Southridge Drive
Jefferson City, MO 65109
Phone: 573-635-9134

Career Center

Information/Rates:

www.mocities.com/networking

Submissions: tshaw@mocities.com

Montana League of Cities and Towns (www.mlct.org)

208 North Montana Avenue, Suite 106
Helena, MT 59601
Phone: 406-442-8768

Job Openings

Submissions: Contact Office Manager
Staff Directory: www.mlct.org/about-mlct/staff.html

League of Nebraska Municipalities (www.lonm.org)

1335 L Street, #A
Lincoln, NE 68508-2596
Phone: 402-476-2829

Job Postings

Information/Rates/Submissions:
www.lonm.org/careers.html

Nevada League of Cities and Municipalities

(www.nvleague.org/admin/about.htm)

310 South Curry Street
Carson City, NV 89703
Phone: 775-882-2121

New Hampshire Local Government Center (www.nhlgc.org)

25 Triangle Park Drive
Concord, NH 03301
Phone: 603-224-7447

Classifieds

Information/Rates/Submissions:
www.nhlgc.org/classifieds/submitad.asp

New Jersey State League of Municipalities

(www.njslom.org)

222 West State Street
Trenton, NJ 08608
Phone: 609-695-3481

Classifieds

Information/Rates/Submissions:
www.njslom.org/classifieds_jobs.html

New Mexico Municipal League (www.nmml.org)

1229 Paseo de Peralta
Santa Fe, NM 87501
Phone: 1-800-432-2036

Classifieds

Information/Submissions:
www.nmml.org/blog/category/classifieds/positions-available

New York State Conference of Mayors and Municipal

Officials (www.nycom.org)

119 Washington Avenue
Albany, NY 12210
Phone: 518-463-1185

Help Wanted Classifieds

Information/Submissions:
www.nycom.org/mn_class/helpwanted.asp#

North Carolina League of Municipalities (www.nclm.org)

215 North Dawson Street
Raleigh, NC 27603
Phone: 919-715-4000

Southern City, League Letter, and/or online:

Information:
www.nclm.org/resource-center/Pages/jobs.aspx
Rates/Submissions:
www.nclm.org/programs-services/publications/Pages/southern-city.aspx

North Dakota League of Cities (www.ndlc.org)

410 East Front Avenue
Bismarck, ND 58504
Phone: 701-223-3518

Municipal Ads – Job Opportunities

www.ndlc.org/index.asp?Type=B_BASIC&SEC={D835005A-831C-4BB1-BF46-7D93A07A0083}
Contact NDLC Staff – Staff Directory:
www.ndlc.org/index.asp?Type=B_BASIC&SEC={846F9FCA-A6EE-4082-B241-8DA3E991D99A}

Ohio Municipal League (www.omloho.org)

175 South Third Street, Suite 510
Columbus, OH 43215
Phone: 614-221-4349

Classified Advertisements

Information/Rates/Submissions:
www.omloho.org/Classifieds.htm

Oklahoma Municipal League (www.oml.org)

201 Northeast 23rd Street
Oklahoma City, OK 73105
Phone: 405-528-7515

Job Listings

Information/Rates/Submissions:
www.okml.webs.com/joblistings.htm

League of Oregon Cities (www.orcities.org)

1201 Court Street NE, Suite 200
Salem, OR 97301
Phone: 503-588-6550

Personnel Recruitment – Jobs

Information/Rates/Submissions:
www.orcities.org/JobInterims/Job/tabid/816/language/en-US/Default.aspx
Available Interim Candidates:
www.orcities.org/JobInterims/Interims/tabid/5849/language/en-US/Default.aspx

Pennsylvania League of Cities & Municipalities

(www.plcm.org)
414 North Second Street
Harrisburg, PA 17101
Phone: 717-236-9469

Municipal Job Junction

Information/Rates/Submissions:
www.plcm.org/index.asp?Type=B_BASIC&SEC={24C2F4FE-80F6-4E58-BA9F-53345F31E1D7}&DE

Rhode Island League of Cities and Towns

(www.rileague.org)
One State Street, Suite 502
Providence, RI 02908
Phone: 401-272-3434

Available Positions

Information/Submissions:
www.rileague.org/site/classifieds/available.html

Municipal Association of South Carolina (www.masc.sc)

1411 Gervais Street
Columbia, SC 29211
Phone: 803-799-9574

Job Openings:

Information/Submissions:
www.masc.sc/municipalities/Pages/Postinganadvertisement.aspx

South Dakota Municipal League (www.sdmunicipalleague.org)

208 Island Drive
Fort Pierre, SD 57532
Phone: 605-224-8654

Classifieds

Information/Rates/Submissions:
www.sdmunicipalleague.org/index.asp?Type=B_JOB&SEC=%7B9C4C9345-D0E6-470D-A708-181FD9B26F51%7D

Tennessee Municipal League (www.tml1.org)

226 Capitol Boulevard, Suite 710
Nashville, TN 37219
Phone: 615-255-6416

Classifieds

Contact Administrative Assistant – Staff Directory:
www.tml1.org/staff.php?ln_ses=1%7C4

Texas Municipal League (www.tml.org)

1821 Rutherford Lane, Suite 400
Austin, TX 78754
Phone: 512-231-7400

Career Center

Information/Submission: www.tml.org/careercenter.asp

Utah League of Cities and Towns (www.ulct.org)

50 South 600 East, Suite 150
Salt Lake City, UT 84102
Phone: 801-328-1601 or 1-800-852-8528

Job Bank

Submissions: www.ulct.org/jobbank/index.html

Vermont League of Cities & Towns (www.vlct.org)

89 Main Street, Suite 4
Montpelier, VT 05602
Phone: 802-229-9111

Classifieds

Information/Rates/Submissions:
www.vlct.org/marketplace/classifiedads

Virginia Municipal League (www.vml.org)

13 East Franklin Street
Richmond, VA 23219
Phone: 804-649-8471

Marketplace – Jobs in Local Government

Information/Rates/Submissions:
www.vml.org/JOBS/Job.html

Association of Washington Cities (www.awcnet.org)

1076 Franklin Street SE
Olympia, WA 98501
Phone: 360-753-4137

JobNet

Information/Submissions:
www.awcnet.org/Jobnet/ForEmployers.aspx

West Virginia Municipal League (www.wvml.org)

2020 Kanawha Boulevard
Charleston, WV 25311
Phone: 304-342-5564 or 1-800-344-7702

Classifieds

Information/Submissions: wvml@wvml.org

League of Wisconsin Municipalities (www.lwm-info.org)

122 West Washington Avenue, Suite 300
Madison, WI 53703
Phone: 608-267-2380

Classifieds

Information/Rates/Submissions:

www.lwm-info.org/index.asp?Type=B_JOB&SEC=%7B428BF440-C1B3-494D-8B98-837FE87BCFCA%7D

Wyoming Association of Municipalities (www.wyomuni.org)

315 West 27th Street
Cheyenne, WY 82001
Phone: 307-632-0398

Classifieds

Information:

www.wyomuni.org/index.asp?Type=B_JOB&SEC={AE206698-9002-49A0-983C-9CFCD28D226}
Submissions: wam@wyomuni.org

Appendix D:

Potential Interview Questions³

It is suggested that each member of the governing body ask the same question(s) of each candidate.

Candidate Traits/Experience/ Qualifications

1. Provide a brief summary of your education and work experience.
2. Please briefly describe your experience with
 - a. Land use planning
 - b. Economic development/redevelopment
 - c. Tax increment financing
 - d. Business attraction and retention programs
 - e. Beautification programs
 - f. Business assistance programs—e.g., façade improvement, code compliance
 - g. Annexation
 - h. Subdivision policies and regulations, particularly as they relate to storm-water management
 - i. Zoning
 - j. Building code administration
 - k. Municipal facilities expansion—in particular, water and wastewater utility expansions
3. How would you describe your leadership and management styles?

Interaction with Governing Body

1. What do you perceive to be the chief administrator's role in working with the governing body, local government attorney, and clerk?
2. What are your expectations of the governing body in relation to
 - a. Yourself
 - b. Other staff
3. How and when do you communicate with the governing body?

Candidate Thoughts on Role of Administrator

1. In your opinion, what role should the administrator have in the community?
2. Do you believe the administrator should be an active member of a service or fraternal organization? If yes, why?
3. How do you deal with the news media?
4. How do you deal with special-interest or single-interest groups?
5. What is the best way for an administrator to deal with an angry constituent?

Personnel Experience

1. How and when do you delegate responsibility and authority?
2. Have you ever been at the bargaining table and been actively engaged in negotiating an agreement?
3. Have you taken part in mediation, fact finding, or arbitration? Which ones? Please explain your experience in such process(es) including your role/level of involvement and your thoughts regarding the outcomes of these experiences.
4. Have you ever had to discipline, demote, or fire an employee? Please elaborate.
5. How do you educate, encourage, and motivate your staff?
6. Are you familiar with state and federal laws relating to nondiscrimination, sexual harassment, employees with disabilities, and equal opportunity?
7. Have charges of violation of state or federal employment laws or a grievance ever been filed against you or your city? Please explain.
8. What experience have you had in the preparation and implementation of personnel rules, regulations, procedures, and compensation plans? Please describe.

³ Adapted from the Illinois City/County Management Association's *A Guide to the Recruitment and Selection of a Chief Administrative Officer*.

9. What is your experience with employee benefits administration, group health insurance, and risk management?
10. What in your opinion is the most serious issue today in local government personnel management?
11. How and when should private sector resources (e.g., contractors) be used to provide village services?

Financial Management Experience

1. Is there a difference between a financial plan and a budget? If so, please explain how they differ.
2. Are/were you the designated budget officer for your local government? Did you prepare and present the budget to the council, and upon adoption, were you responsible for implementation? Please explain the outcomes of various budget processes and any challenges you encountered through budget development through council adoption.
3. What is your experience with debt financing? Please give an example.
4. Have you secured and administered any type of loans or grants? Please give an example.
5. Describe the most successful capital improvement project you were responsible for and what made it successful?
6. Have you reviewed our annual budget and/or annual report? If yes, what is your impression of our financial condition?
7. What is your opinion of “pay as you go” financing of maintenance and capital projects? Special assessments? Special taxing districts?

8. What type of financial reports do you provide the elected body and with what frequency?
9. Have you read our comprehensive or general plan? What are your impressions or thoughts?

Intergovernmental Relations Experience

1. What experience have you had in dealing with
 - a. Councils of government/intergovernmental agencies?
 - b. County government?
 - c. Other local governments (schools, parks, etc.)?
 - d. State agencies?
 - e. Federal agencies?
 - f. State legislature?
 - g. Congress?
2. Do you feel comfortable “lobbying”?

External Organizational and Professional Association Relations

1. Have you been an active participant in the activities of a statewide municipal league, statewide city or county management association, the International City/County Management Association (ICMA) or other professional organizations devoted to local government? Please give examples of your activities.
2. Are you an ICMA Credentialed Manager? If so, how do you fulfill your annual professional development requirement?

Appendix E

Relations with Applicants—Do's and Don'ts

Do:

- Keep all candidates informed of their status at all times.
- Identify one point of contact through which everything flows, including contacts with candidates, reference checks, etc., in order to ensure that the information, messages, and details are consistent and that the process is fair and equitable.
- Keep all information strictly confidential throughout the entire recruitment and selection process unless state law requires otherwise.
- Create an outreach strategy that will ensure a diverse candidate pool.
- After carefully reviewing all applicant submittals, select a short list of the most promising candidates.
- While maintaining the confidentiality, carefully check educational credentials and references on those candidates judged best qualified.
- Invite those candidates judged best qualified for initial interviews at the local government's expense.
- Send the candidates under consideration an information packet that may include the outreach brochure and copies of your government's budget, charter, annual report, and other pertinent documents; or provide the information on where to find this material on the agency's website.
- Pay expenses of the candidates invited to a second interview (and of their spouses/partners, if applicable).
- Perform detailed background checks on the final candidate(s).
- Visit, if possible, the local governments in which the most promising candidates work.
- Be prepared to enter into a formal written employment agreement with the successful candidate.
- Promptly notify all other candidates once the selection has been made and the position has been accepted. However, it is best to wait until the selected finalist has accepted the position and the agency and candidate have mutually agreed to the provisions of the employment contract.

Don't:

- Let the selection process last too long.
- Expect to get all the necessary information about the candidates from written material.
- Forget that you are seeking overall management ability, not technical competence in one specialized field.
- Forget to consider candidates who are assistant managers as well as current managers
- Overlook the need for candidates to possess municipal administrative experience and the advantages or value of college or university training, post degree training, and continued professional development.
- Release for publication any names or local governments of candidates unless state law requires it.

ICMA Model Employment Agreement

Introduction

This Agreement, made and entered into this [date], by and between the [local government] of [state], [town/city/county] a municipal corporation, (hereinafter called "Employer") and [name], (hereinafter called "Employee") an individual who has the education, training and experience in local government management and who, as a member of ICMA, is subject to the ICMA Code of Ethics, both of whom agree as follows:

Section 1: Term

Recommended

A. This agreement shall remain in full force in effect from [date] until terminated by the Employer or Employee as provided in Section 9, 10 or 11 of this agreement.

Option 2

The term of this agreement shall be for an initial period of [#] years from [date] to [date]. This Agreement shall automatically be renewed on its anniversary date for a [#] year term unless notice that the Agreement shall terminate is given at least [#] months (12 months recommended) before the expiration date. In the event the agreement is not renewed, all compensation, benefits and requirements of the agreement shall remain in effect until the expiration of the term of the Agreement unless Employee voluntarily resigns. In the event that the Employee is terminated, as defined in Section 9 of this agreement, the Employee shall be entitled to all compensation including salary, accrued vacation and sick leave, car allowance paid in lump sum plus continuation of all benefits for the remainder of the term of this agreement.

Section 2: Duties and Authority

Employer agrees to employ [name] as [title] to perform the functions and duties specified in [legal reference] of the [local government] charter and by [legal reference] of the [local government] code and to perform other legally permissible and proper duties and functions.

Section 3: Compensation

Recommended

- A. Base Salary: Employer agrees to pay Employee an annual base salary of [\$ amount], payable in installments at the same time that the other management employees of the Employer are paid.
- B. This agreement shall be automatically amended to reflect any salary adjustments that are provided or required by the Employer's compensation policies.
- C. Consideration shall be given on an annual basis to increase compensation.

Option 1

The Employer agrees to increase the compensation of the Employee dependent upon the results of the performance evaluation conducted under the provisions of Section 12 of this Agreement. Increased compensation can be in the form of a salary increase and/or a bonus.

Option 2

The Employer agrees to increase the compensation by [%] each year.

Option 3

The Employer agrees to increase the compensation each year by the minimum of the average across the board increase granted to other employees of the Employer.

Option 4

The Employer agrees to increase the compensation of the Employee dependent upon the results of the performance evaluation conducted under the provisions of Section 12 of this Agreement in addition to providing a fixed annual increase in the Employee's salary based on an agreed upon economic indicator, such as the Consumer Price Index.

Section 4: Health, Disability and Life Insurance Benefits Recommended

- A. The Employer agrees to provide and to pay the premiums for health, hospitalization, surgical, vision, dental and comprehensive medical insurance for

the Employee and his/her dependents equal to that which is provided to all other employees of the [local government] or, in the event no such plan exists, to provide coverage for the Employee and dependents.

- B. The Employer agrees to put into force and to make required premium payments for short term and long term disability coverage for the Employee.
- C. The Employee may elect to submit once per calendar year to a complete physical examination, including a cardio-vascular examination, by a qualified physician selected by the Employee, the cost of which shall be paid by the Employer.
- D. The Employer shall pay the amount of premium due for term life insurance in the amount of three (3) times the Employee's annual base salary, including all increases in the base salary during the life of this agreement. The Employee shall name the beneficiary of the life insurance policy.

Option 1

- A. The Employer agrees to provide for health, hospitalization, surgical, vision, dental and comprehensive medical insurance for the Employee and his/her dependents equal to that which is provided to all other employees of the [local government] or, in the event no such plan exists, to provide coverage for the Employee and dependents. Employer shall pay all premiums for the Employee and the Employee's dependents.
- B. The Employer agrees to put into force and to make required premium payments for short term and long term disability coverage for the Employee.
- C. The Employee may elect to submit once per calendar year to a complete physical examination, including a cardio-vascular examination, by a qualified physician selected by the Employee, the cost of which shall be paid by the Employer.
- D. The Employer shall pay the amount of premium due for term life insurance in the amount of three (3) times the Employee's annual base salary, including all increases in the base salary during the life of this agreement. The Employee shall name the beneficiary of the life insurance policy.

Option 2

- 1. The Employer shall provide travel insurance for the Employee while the Employee is traveling on the Employer's business, with the Employee to name beneficiary thereof. Should the Employee die while on travel for the Employer, the Employer shall

cover the full cost of retrieving and transporting the Employee's remains back to the custody of the Employee's family.

Section 5: Vacation, Sick, and Military Leave

Recommended

- A. Upon commencing employment, the Employee shall be credited with sick and vacation leave equal to the highest annual accrual provided to all other employees. The Employee shall then accrue sick and vacation leave on an annual basis at the highest rate provided to any other employees.
- B. Upon commencing employment, the Employee shall have access to a bank of 180 sick days to be used in the case of serious medical conditions. This leave can only be used to provide coverage during the waiting period between the onset of illness or disability and the point at which short or long term disability coverage takes effect and may be renewed after each occurrence.
- C. The Employee is entitled to accrue all unused leave, without limit, and in the event the Employee's employment is terminated, either voluntarily or involuntarily, the Employee shall be compensated for all accrued vacation time, all paid holidays, executive leave, and other benefits to date.
- D. The Employee shall be entitled to military reserve leave time pursuant to state law and [local government] policy.

Additional Option

- 1. The Employee shall annually be credited with five (5) days of executive leave.

Section 6: Automobile

The Employee's duties require exclusive and unrestricted use of an automobile to be mutually agreed upon and provided to the Employee at the Employer's cost, subject to approval by Employer which shall not be withheld without good cause. It shall be mutually agreed upon whether the vehicle is purchased by the city, provided under lease to the city or to the Employee, or provided through a monthly allowance.

Option 1 - Monthly Vehicle Allowance

The Employer agrees to pay to the Employee, during the term of this Agreement and in addition to other

salary and benefits herein provided, the sum of [dollar amount] per year, payable monthly, as a vehicle allowance to be used to purchase, lease, or own, operate and maintain a vehicle. The monthly allowance shall be increased annually by [% or \$] amount. The Employee shall be responsible for paying for liability, property damage, and comprehensive insurance coverage upon such vehicle and shall further be responsible for all expenses attendant to the purchase, operation, maintenance, repair, and regular replacement of said vehicle. The Employer shall reimburse the Employee at the IRS standard mileage rate for any business use of the vehicle beyond the greater [local government] area. For purposes of this Section, use of the car within the greater [local government] area is defined as travel to locations within a _____ mile (recommended fifty (50) mile) radius of [local government office].

Option 2 - Employer Provided Vehicle

The Employer shall be responsible for paying for liability, property damage, and comprehensive insurance, and for the purchase (or lease), operation, maintenance, repair, and regular replacement of a full-size automobile.

Section 7: Retirement

Recommended

1. The Employer agrees to enroll the Employee into the applicable state or local retirement system and to make all the appropriate contributions on the Employee's behalf, for both the Employer and Employee share required.
2. In addition to the Employer's payment to the state or local retirement system (as applicable) referenced above, Employer agrees to execute all necessary agreements provided by ICMA Retirement Corporation [ICMA-RC] or other Section 457 deferred compensation plan for Employee's [continued] participation in said supplementary retirement plan and, in addition to the base salary paid by the Employer to Employee, Employer agrees to pay an amount equal to [percentage of Employee's base salary, fixed dollar amount of [\$], or maximum dollar amount permissible under Federal and state law into the designated plan on the Employee's behalf, in equal proportionate amount each pay period. The parties shall fully disclose to each other the financial impact of any amendment to the terms of Employee's retirement benefit.

In lieu of making a contribution to a Section 457 deferred compensation plan, the dollar value

of this contribution may be used, at the Employee's option, to purchase previous service from another qualified plan.

Option 1

Recognizing that effective service with the community is based in part on the stability provided through a long-term relationship, the Employer shall provide a retirement annuity, as directed by the Employee, at a rate of [dollar amount], payable at the completion of each quarter of the fiscal year. This annuity serves as a retirement contribution and does not require further action of the Employer.

Option 2

The Employer shall adopt a qualified 401(a) defined contribution plan offered through ICMA Retirement Corporation for the Employee in the form of a money purchase plan to which the Employer shall contribute [%] of salary or [%] of compensation annually.

2A. Option: The Employee shall be required to contribute [%] of base salary or [dollar amount] annually on a pre-tax basis as a condition of participation.

Option 3

The Employer shall adopt a qualified 401(a) profit-sharing plan offered through ICMA Retirement Corporation for the Employee in the form of a money purchase plan to which the Employer shall contribute [%] of all performance bonuses annually.

3A. Option: The Employee shall be required to contribute [%] of base salary or [dollar amount] annually on a pre-tax basis as a condition of participation.

Section 8: General Business Expenses

Recommended

1. Employer agrees to budget for and to pay for professional dues and subscriptions of the Employee necessary for continuation and full participation in national, regional, state, and local associations, and organizations necessary and desirable for the Employee's continued professional participation, growth, and advancement, and for the good of the Employer.
2. Employer agrees to budget for and to pay for travel and subsistence expenses of Employee for professional and official travel, meetings, and occasions to adequately continue the professional development of Employee and to pursue necessary official functions for Employer, including but not limited

to the ICMA Annual Conference, the state league of municipalities, and such other national, regional, state, and local governmental groups and committees in which Employee serves as a member.

3. Employer also agrees to budget for and to pay for travel and subsistence expenses of Employee for short courses, institutes, and seminars that are necessary for the Employee's professional development and for the good of the Employer.
4. Employer recognizes that certain expenses of a non-personal but job related nature are incurred by Employee, and agrees to reimburse or to pay said general expenses. The finance director is authorized to disburse such moneys upon receipt of duly executed expense or petty cash vouchers, receipts, statements or personal affidavits.
5. The Employer acknowledges the value of having Employee participate and be directly involved in local civic clubs or organizations. Accordingly, Employer shall pay for the reasonable membership fees and/or dues to enable the Employee to become an active member in local civic clubs or organizations.

Option 1

Technology: The Employer shall provide Employee with a computer, software, fax/modem, cell phone and pager required for the Employee to perform the job and to maintain communication.

Section 9: Termination

Recommended

For the purpose of this agreement, termination shall occur when:

1. The majority of the governing body votes to terminate the Employee at a duly authorized public meeting.
2. If the Employer, citizens or legislature acts to amend any provisions of the [charter, code, enabling legislation] pertaining to the role, powers, duties, authority, responsibilities of the Employee's position that substantially changes the form of government, the Employee shall have the right to declare that such amendments constitute termination.
3. If the Employer reduces the base salary, compensation or any other financial benefit of the Employee, unless it is applied in no greater percentage than the average reduction of all department heads, such action shall constitute a breach of this agreement and will be regarded as a termination.

4. If the Employee resigns following an offer to accept resignation, whether formal or informal, by the Employer as representative of the majority of the governing body that the Employee resign, then the Employee may declare a termination as of the date of the suggestion.
5. Breach of contract declared by either party with a 30 day cure period for either Employee or Employer. Written notice of a breach of contract shall be provided in accordance with the provisions of Section 20.

Option 1

In the event the Employee is terminated by the Employer during the six (6) months immediately following the seating and swearing-in of one or more new governing body members, and during such time that Employee is willing and able to perform his duties under this Agreement, then, Employer agrees to pay Severance in accordance with Section 10 plus salary and benefits in accordance with Section 10 for any portion of the six months not worked.

Section 10: Severance

Severance shall be paid to the Employee when employment is terminated as defined in Section 9. If the Employee is terminated, the Employer shall provide a minimum severance payment equal to one year salary at the current rate of pay. This severance shall be paid in a lump sum unless otherwise agreed to by the Employer and the Employee.

The Employee shall also be compensated for all accrued sick leave, vacation time, all paid holidays, and executive leave. The Employer agrees to make a contribution to the Employee's deferred compensation account on the value of this compensation calculated using the rate ordinarily contributed on regular compensation.

For a minimum period of one year following termination, the Employer shall pay the cost to continue the following benefits:

1. Health insurance for the employee and all dependents as provided in Section 4A
2. Life insurance as provided in Section 4D
3. Short-term and long-term disability as provided in Section 4B
4. Car allowance or payment of lease, or provide option to buy city vehicle at depreciated value
5. Out placement services should the employee desire them in an amount not to exceed [\$10,000 to \$15,000 recommended], and
6. Any other available benefits.

If the Employee is terminated because of a conviction of a felony, then the Employer is not obligated to pay severance under this section.

Section 11: Resignation

In the event that the Employee voluntarily resigns his/her position with the Employer, the Employee shall provide a minimum of 30 days notice unless the parties agree otherwise.

Section 12: Performance Evaluation

Employer shall annually review the performance of the Employee in [month] subject to a process, form, criteria, and format for the evaluation which shall be mutually agreed upon by the Employer and Employee. The process at a minimum shall include the opportunity for both parties to: (1) prepare a written evaluation, (2) meet and discuss the evaluation, and (3) present a written summary of the evaluation results. The final written evaluation should be completed and delivered to the Employee within 30 days of the evaluation meeting.

Section 13: Hours of Work

It is recognized that the Employee must devote a great deal of time outside the normal office hours on business for the Employer, and to that end Employee shall be allowed to establish an appropriate work schedule.

Section 14: Outside Activities

The employment provided for by this Agreement shall be the Employee's sole employment. Recognizing that certain outside consulting or teaching opportunities provide indirect benefits to the Employer and the community, the Employee may elect to accept limited teaching, consulting or other business opportunities with the understanding that such arrangements shall not constitute interference with nor a conflict of interest with his or her responsibilities under this Agreement.

Section 15: Moving and Relocation Expenses

Recommended

Employee agrees to establish residence within the corporate boundaries of the local government, if required, within [number] months of employment, and thereafter to maintain residence within the corporate boundaries of the local government.

- A. Employer shall pay directly for the expenses of moving Employee and his/her family and personal property from [location name] to [location name]. Said moving expenses include packing, moving, storage costs, unpacking, and insurance charges.
- B. Employer shall reimburse Employee for actual lodging and meal expenses for his/her family in route from [location name] to [location name]. Mileage costs for moving two personal automobiles shall be reimbursed at the current IRS allowable rate of [cents amount] per mile.
- C. Employer shall pay Employee an interim housing supplement of [dollar amount] per month for a period commencing [date], and shall continue for a maximum of [#] months, or until a home is purchased and closed on, within the corporate limits of the [local government name], whichever event occurs first.
- D. Employer shall reimburse Employee for a total of [number] round trip air fares for Employee and his/her family [amount of total tickets] at any time during the first year of service to assist with house hunting and other facets of the transition and relocation process. The Employee and his/her family may utilize and distribute the total [enter number] individual round trip tickets in any combination of individual members making the trips. The Employee shall be reimbursed for actual lodging and meal expenses incurred by Employee or his/her family members on any trips conducted prior to relocation, as detailed herein.
- E. The Employee shall be reimbursed, or Employer may pay directly, for the expenses of packing and moving from temporary housing to permanent housing during the first year of this agreement.
- F. The Employer shall pay the Employee's tax liability on all Employer provided benefits for relocation and housing.

Option 1

The Employer shall pay a lump sum payment of [\$] to the Employee to cover relocation costs.

Section 16: Home Sale and Purchase Expenses

Recommended

- A. Employee shall be reimbursed for the direct costs associated with the sale of Employee's existing personal residence, said reimbursement being limited to real estate agents' fees, and other closing

costs that are directly associated with the sale of the house. Said reimbursement should not exceed the sum of [\$].

- B. Employee shall be reimbursed for the costs incidental to buying or building a primary residence within the [local government], including real estate fees, title insurance, and other costs directly associated with the purchase or construction of the house, said reimbursement not to exceed the sum of [\$].

Option 1

Employer shall reimburse Employee for up to three discount points within thirty (30) days following purchase of a home within the corporate limits of [local government name], in an effort to minimize mortgage rate differentials.

Option 2

Employer shall provide Employee with a _____ [fixed-interest, variable-interest, interest-only] loan to purchase a house. The amount of the loan shall not exceed \$_____. The loan shall be repaid in full to the Employer upon the occurrence of either of the following events: (i) the home, or the Employee's interest in the home, is sold, transferred, or conveyed, or (ii) the Employee's employment with the Employer, for any reason, is terminated. The Employer and Employee shall execute any and all documents necessary to document this transaction. In the case where the value of the home decreases, the Employee shall not be required to repay the loan.

Option 3

Employer agrees to provide the Employee a loan for the purchase of a home in an amount not to exceed [dollar amount]. Employee shall pay Employer a monthly mortgage payment of [dollar amount] for interest, which is equal to the amount currently being paid in principle and interest for the current residence. Employee shall accrue equity at a rate of [%] per month.

Upon termination of employment with the Employer, Employee shall have a maximum of six months to sell the home while continuing to reside in it under the terms and conditions here. Should the home sell during the time period, Employer shall receive 100% of the proceeds minus the percentage of equity accrued by Employee as described above, and minus the amount of equity originally invested by Employee. Said accrued equity and original equity shall both be payable to Employee upon closing. Said original equity invested shall be calculated as an

amount equal to the percentage of original purchase price, represented by the original equity investment by Employee, and adjusted to be the same percentage of equity in the current sale price of the home. All closing costs borne by the seller shall be split between Employer and Employee in a proportion equal to the equity share described above. Should the house fail to sell within the allotted six month time period, Employer has the option of following the previous arrangement to continue in place or to purchase equity, calculated as provided above, plus the original cost of all improvements made to the property.

Section 17: Indemnification

Beyond that required under Federal, State or Local Law, Employer shall defend, save harmless and indemnify Employee against any tort, professional liability claim or demand or other legal action, whether groundless or otherwise, arising out of an alleged act or omission occurring in the performance of Employee's duties as [job title] or resulting from the exercise of judgment or discretion in connection with the performance of program duties or responsibilities, unless the act or omission involved willful or wanton conduct. The Employee may request and the Employer shall not unreasonably refuse to provide independent legal representation at Employer's expense and Employer may not unreasonably withhold approval. Legal representation, provided by Employer for Employee, shall extend until a final determination of the legal action including any appeals brought by either party. The Employer shall indemnify employee against any and all losses, damages, judgments, interest, settlements, fines, court costs and other reasonable costs and expenses of legal proceedings including attorneys fees, and any other liabilities incurred by, imposed upon, or suffered by such Employee in connection with or resulting from any claim, action, suit, or proceeding, actual or threatened, arising out of or in connection with the performance of his or her duties. Any settlement of any claim must be made with prior approval of the Employer in order for indemnification, as provided in this Section, to be available.

Employee recognizes that Employer shall have the right to compromise and unless the Employee is a party to the suit which Employee shall have a veto authority over the settlement, settle any claim or suit; unless, said compromise or settlement is of a personal nature to Employee. Further, Employer agrees to pay all reasonable litigation expenses of Employee throughout the pendency of any litigation to which

the Employee is a party, witness or advisor to the Employer. Such expense payments shall continue beyond Employee's service to the Employer as long as litigation is pending. Further, Employer agrees to pay Employee reasonable consulting fees and travel expenses when Employee serves as a witness, advisor or consultant to Employer regarding pending litigation.

Section 18: Bonding

Employer shall bear the full cost of any fidelity or other bonds required of the Employee under any law or ordinance.

Section 19: Other Terms and Conditions of Employment

The Employer, only upon agreement with Employee, shall fix any such other terms and conditions of employment, as it may determine from time to time, relating to the performance of the Employee, provided such terms and conditions are not inconsistent with or in conflict with the provisions of this Agreement, the [local government] Charter or any other law.

A. Except as otherwise provided in this Agreement, the Employee shall be entitled to the highest level of benefits that are enjoyed by other [appointed officials, appointed employees, department heads or general employees] of the Employer as provided in the Charter, Code, Personnel Rules and Regulations or by practice.

Section 20: Notices

Notice pursuant to this Agreement shall be given by depositing in the custody of the United States Postal Service, postage prepaid, addressed as follows:

- (1) EMPLOYER: [Title and address of relevant official (mayor, clerk, etc.)]
- (2) EMPLOYEE: [Name and address for tax purposes of Employee]

Alternatively, notice required pursuant to this Agreement may be personally served in the same manner as is applicable to civil judicial practice. Notice shall be deemed given as of the date of personal service or as the date of deposit of such written notice in the course of transmission in the United States Postal Service.

Section 21: General Provisions

- A. Integration. This Agreement sets forth and establishes the entire understanding between the Employer and the Employee relating to the employment of the Employee by the Employer. Any prior discussions or representations by or between the parties are merged into and rendered null and void by this Agreement. The parties by mutual written agreement may amend any provision of this agreement during the life of the agreement. Such amendments shall be incorporated and made a part of this agreement.
- B. Binding Effect. This Agreement shall be binding on the Employer and the Employee as well as their heirs, assigns, executors, personal representatives and successors in interest.
- C. Effective Date. This Agreement shall become effective on _____, ____.
- D. Severability. The invalidity or partial invalidity of any portion of this Agreement will not effect the validity of any other provision. In the event that any provision of this Agreement is held to be invalid, the remaining provisions shall be deemed to be in full force and effect as if they have been executed by both parties subsequent to the expungement or judicial modification of the invalid provision.

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ICMA

Leaders at the Core of Better Communities