CITY OF JOPLIN
COUNCIL AGENDA ITEM

ITEM
Council Bill 2019-004 – approving an Agreement for Professional Consulting Services between the City of Joplin and Strategic Government Resources for the purpose of executive search services to recruit a new City Manager.

MEETING DATE
July 15, 2019

REVIEWED BY:
Peter Edwards, City Attorney; Leslie Haase, Finance Director; Dan Pekarek, Interim City Manager.

SUMMARY:

This Council Bill authorizes the execution of an agreement between the City of Joplin and Strategic Government Resources for executive search services.

BACKGROUND:

On May 1, 2019, an RFQ was forwarded to twenty-nine (29) firms that provide services in this area. The deadline for response was June 5, 2019, and we received responses from nine (9) consultants. Thereafter, at the June 17th Council meeting, Council reviewed the proposals received and selected three (3) firms for interview. At the July 1st meeting, Council heard oral proposals from the three finalists – The Austin Peters Group, Management Partners, and Strategic Government Resources.

At the conclusion of the presentations, Council informally chose Strategic Government Resources to provide the requested executive search firm services for the City, and directed the City Attorney to draft an Agreement. Attached is that Agreement which provides for those professional consulting services.

RECOMMENDATION:

Staff recommends this Council Bill be passed on an Emergency basis.

ATTACHMENTS
Council Bill 2019-004
Exhibit – Agreement

PCE:ab

AGREEMENT
FOR PROFESSIONAL CONSULTING SERVICES

THIS AGREEMENT, is entered into this _____ day of _____, 2019, by and between the City of Joplin, Missouri, a Missouri Municipal Corporation, hereinafter referred to as "City," and Strategic Government Resources, Inc., a Texas Corporation, hereinafter referred to as "Consultant" for professional services. City's address is 602 S. Main St., Joplin, MO 64801. Consultant's address is P.O. Box 1642, Keller, Texas 76244.

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

WHEREAS, Consultant desires to provide professional services to City for the recruitment of a new City Manager.

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:

1. Services and Scope of Work. 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 Manager for the City of Joplin. Such services shall include, but not be limited to, the requirements enumerated in Section II., Scope of Services, of the City's Request for Qualifications (RFQ), attached hereto and incorporated herein as Appendix "A".

2. Agreement Documents. The services rendered by Consultant shall be in conformance with the terms of this Agreement, the City's Request for Qualifications (RFQ), attached hereto and incorporated herein as Appendix "A", the Consultant's response to City's RFQ, attached hereto and incorporated herein as Appendix "B", and the Consultant's Project Cost, attached hereto and incorporated herein as Appendix "C." 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.

3. Term. This Agreement is effective on the day and year first written above. Work shall commence no later than one (1) week from the effective date. The search shall be deemed completed when the successful candidate begins employment as City Manager for the City of Joplin. 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.

4. General Conditions. Consultant shall:

a. Consultant shall observe and comply with all federal, state, and local

laws 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.

b. Consultant shall prosecute the work in a diligent and timely manner.

c. This Agreement, including payment hereunder, shall not be sub-let, assigned, or otherwise disposed of, except with the prior written consent of the City.

d. 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.

e. In performance of the work covered by this Agreement, Consultant shall not discriminate against any worker because of race, creed, color, political affiliation, handicap, or national origin.

f. Possession of working papers, project reports, and other materials produced in connection with this Agreement shall be retained by Consultant. Consultant shall provide copies for City of such records upon request. All information provided by the City of Joplin to Consultant shall remain confidential. All candidate information provided to the City of Joplin shall remain confidential. However, Consultant understands and agrees that the City of Joplin 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.

g. 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.

5. Responsibilities.

a. Consultant shall:

i. Provide a staff that is experienced in performing the work described in this Agreement, and Appendices "A", "B", and "C".

ii. Maintain the confidentiality of any information designated as confidential by the City of Joplin.

iii. 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.

iv. 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.

b. City shall:

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

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

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

6. Costs and Payment. City will be billed by invoice for professional time and services provided by Consultant in an amount not to exceed Eighteen Thousand Five Hundred Dollars ($18,500.00) for Professional Services and Eight Thousand Dollars ($8,000.00) for expenses. Professional fees for the recruitment are billed in three (3) equal installments during the course of the recruitment. 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 recruitment. Expense (reimbursable) items and supplemental services will be billed with each of the three installments, as appropriate.

7. Warranty. In the event that any candidate referred by Consultant begins employment and for which a professional fee is paid in accordance with paragraph 5 of this Agreement, and is thereafter discharged, terminated, or voluntarily quits said employment for any reason within eighteen (18) months 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 Joplin at no additional fee, and provide the same level and scope of service as was rendered in the initial search under this Agreement.

8. Indemnification. Consultant covenants and agrees to, and does hereby hold harmless and defend City, its councilmembers, 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.

9. Insurance. Consultant shall maintain workers' compensation insurance as required by Missouri law, and shall maintain a policy of general liability insurance.

10. Miscellaneous.

a. 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 Jasper County, Missouri, or the United States District Court for the Western District of Missouri.

b. 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.

c. Entire Agreement. This Agreement (including any appendices, attachments, and 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.

d. 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.

e. 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.

f. 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.

g. 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
STRATEGIC GOVERNMENT RESOURCES

_____

ATTEST:

_____
Secretary

FOR THE CITY
CITY OF JOPLIN, MISSOURI

_____
Gary L. Shaw,
Mayor

ATTEST:

_____
Barbara J. Gollhofer, City Clerk

APPROVED AS TO FORM:

_____
Peter C. Edwards, City Attorney

APPENDIX "A"



City of Joplin
CITY MANAGER
EXECUTIVE SEARCH FIRM SERVICES

Request for Qualification
2019-RFQ-01

For more information contact:

Peter Edwards, City Atty
602 S. Main St.
Joplin, MO 64801

Phone: 417-624-0820 Ext. 226
Fax: 471-625-4713
E-mail: pedwards@joplinmo.

CITY OF JOPLIN
CITY MANAGER
EXECUTIVE SEARCH FIRM SERVICES

The City of Joplin, Missouri is seeking proposals from qualified firms/ providers to perform executive search services for the position of City Manager. The City of Joplin will accept statements of qualifications from firms/providers interested in providing the requested services.

Statements of qualifications must be received by no later than 2:00 P.M. Local time on Wednesday, June 5, 2019, at City Hall, Office of the City Attorney, 602 S. Main St., Joplin, MO 64801.

The City reserves the right to evaluate all proposals, to reject any or all proposals and solicit again at a later date. The City may waive any irregularities in the proposal or negotiate variances from specifications, and make awards that are in the best interests of the City. The City will have final decision in all matters regarding acceptance of proposals and issuance of awards. The City encourages minority and female owned businesses to submit proposals on all City purchases.

Proposal documents are available from the Office of the City Attorney, Peter Edwards by calling 417-624-0820 Ext. 226, by writing to the address indicated above or visiting www.joplinmo.org/bids. Any proposals received after the specified deadline will be returned to the vendor.

Peter Edwards, City Attorney

City of Joplin, Missouri

Publication Date: WEDNESDAY, MAY 1, 2019.

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Appendix "A" – Draft Professional Services Agreement
Appendix "B" – Organizational Chart

I. General Information

The City of Joplin, located in Southwest Missouri, is the fourth largest metropolitan area in the state. The population within the corporate limits is just over 50,000; however, the City serves as the trade center for more than 250,000 individuals.

The City has a council-manager form of government, with a nine-member Council. The City government is made up of 15 departments. An organization chart is included for your reference. The City employs approximately 502 permanent employees and 97 seasonal employees on an annual basis.

The City of Joplin staff delivers the following services to its citizens:

1. Police and Fire Protection
2. Wastewater Collection and Treatment
3. Street Maintenance and Traffic Engineering
4. Municipal Planning and Zoning
5. Public Transportation - MAPS
6. Municipal Court
7. Parks and Recreation
8. Municipal Airport
9. Health/W.I.C.
10. Emergency Communications (E 9-1-1)
11. Convention and Visitors Bureau

II. Scope of Work

A. The City's Purpose:

Assist the Mayor and members of the City Council to develop a candidate profile; advertise the position; directly solicit candidates; review initial candidates with a committee of Mayor and City Council members; present a written report on background, strengths, accomplishments, video interviews, reference lists on each recommended finalist; facilitate final interview process with some suggested interview questions; coordinate psychological assessments; assist the City with negotiating a contract, coordinate all correspondence, travel arrangements, and recordkeeping; and conduct detailed professional reference checks on recommended finalists, if requested.

B. The City's Expectations:

1. The City of Joplin expects the successful respondent to develop a comprehensive position profile based upon information obtained in individual meetings with the City Council and other stakeholders as directed.

2. The City of Joplin expects the successful respondent to review the current compensation and recommend changes, if necessary, based upon market and competitive conditions.

3. The City of Joplin expects the successful respondent to develop a marketing strategy that utilizes professional contacts throughout the geographic area identified and supplement the candidate identification process through selected advertising, use of internet and direct solicitation of known desirable candidates.

4. The City of Joplin expects the successful respondent to implement a screening process that narrows the field of candidates to those that most closely match the needs of the City, including discussing results of preliminary reference checks on top candidates. The extent of screening to be conducted by the respondent will be determined by the City Council.

5. The City of Joplin expects the successful respondent to conduct personal interviews with the top candidates that meet the stated criteria, if requested.

6. The City of Joplin expects the successful respondent to conduct criminal, driver's, credit and related background checks.

7. The City of Joplin expects the successful respondent to deliver a product in the form of a search report that recommends the top group of candidates and provides the City with detailed information about their backgrounds and experience from interviews and other sources.

8. The City of Joplin expects the successful respondent to assist during the final interview and the selection process, including developing suggested interview questions.

9. The City of Joplin expects the successful respondent to assist, if requested, in negotiating a total compensation package with the desired candidate.

10. The City of Joplin expects the successful respondent to assist in establishing a process for the recruitment, including a timeline for various actions during the recruitment process.

C. *City Responsibilities*

The Interim City Manager, the City Attorney, and the Human Resources Director will be available to assist in coordinating the RFQ process, including

scheduling meetings, facilitating interviews, providing recruitment information, benefit package for the selected candidate, etc.

III. Experience Requirements

A. Each respondent shall, within the past thirty-six (36) months, have worked with a public entity like the City of Joplin to conduct executive recruitments.

B. Each respondent shall have, within the past twenty-four (24) months, placed at least one (1) executive candidate with a public governmental entity or other similar entity.

IV. Response Form and Content

A. Title Page:
Indicate the proposal subject, name of firm, local address, telephone number, name of contact person, and date of submittal.

B. Introduction:
Briefly, introduce your firm, indicating whether the firm is local, regional, national or international. Provide a profile of the firm including, but not limited to, the approximate number of professional staff employed. 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.

C. Information Included in Response:

1. Briefly state your understanding of the work to be performed. Include, but do not limit your statement to, the specific items requested in *II. Scope of Work.*
2. 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 similar-sized municipalities.
3. Describe your proposed strategy to complete the recruitment, including a general statement of the philosophy of the firm.
4. Provide the names and telephone numbers of at least five (5) clients for whom your firm has worked. The City reserves the right to contact any additional individuals or firms to obtain information about the respondent.
5. Indicate the names and titles, and include resumes, of the person(s) who will be working on this project. A response to this requirement should include all contact information such as telephone number, fax number, e-mail address and web address.
6. Provide a detailed description of how the recruitment is to be conducted.
7. Indicate any additional information for the consideration of your firm's qualifications for conducting this project.

8. Discuss the general nature and extent of benefits that the City of Joplin is reasonably likely to experience as a result of these services.
9. Provide a copy of a previous position profile your firm has completed which you feel may have some similarities to the position with the City of Joplin.
10. Provide a copy of a previous search report your firm has completed for another client similar to the City of Joplin.
11. A non-binding general indication (or range) of the cost of the service.
12. 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.

V. Submission of Responses

A. Acceptance/Rejection/Modification to Responses:
The City of Joplin reserves the right to negotiate modifications to proposals that it deems acceptable, reject any and all proposals, and to waive informalities or irregularities in a proposal or in the proposal process. The City reserves the right to split or to make the award in any manner deemed most advantageous to the City at its sole and exclusive discretion.

B. Economy of Preparation:
Statements of Qualification should be prepared simply and economically, providing a straightforward, concise description of the respondent's ability to fulfill the requirements of the project.

D. Cost of Preparation:
The City shall not be liable for any costs incurred by a respondent in preparing or submitting a proposal.

E. Ownership:
Submitted materials become the property of the City and will not be returned.

F. 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.

VI. Due Date

Sealed proposal and ten (10) complete copies will be received at the Office of the City Attorney no later than 2:00 p.m., Wednesday, June 5, 2019. Proposals will not be accepted after this time. Proposals shall be addressed as follows:

Peter Edwards
Office of the City Attorney
City of Joplin
602 S. Main Street
Joplin, MO 64801

Each response shall be submitted in a sealed envelope prior to the time established for opening, and the envelope shall be marked with the title of the proposal and the proposal opening date. If submitted by mail, this envelope shall be enclosed in another envelope addressed to the City Attorney at the address specified above. If submitted other than by mail, it shall be delivered to the Office of the City Attorney. Proposals submitted by mail must be received in the Office of the City Attorney by the time specified herein for the opening thereof.

VII. Withdrawal from Consideration

A respondent may withdraw its statement of qualifications at any time prior to the submission deadline by submitting a written request for withdrawal to Peter Edwards, City Attorney, City of Joplin, 602 S. Main Street, Joplin, MO 64801. The request for withdrawal shall be signed by the respondent or an authorized agent. Modifications offered in any manner, oral or written, will not be considered after the deadline.

VIII. Selection Process

A. Selection Committee:

1. A Selection Committee selected by the Mayor and Members of the City Council shall review all statements of qualifications 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 degrees of participation by qualified minorities within the firm and/or sub-contract with minority or women-owned business enterprises.
    h. The firm's capability to meet the Scope of Work.
    i. The qualifications of the supervisory personnel proposed for the project.
    j. Other information as may be required or secured.

2. The Selection Committee shall review and evaluate all responses submitted to this Request for Qualifications. The Committee shall conduct a preliminary evaluation process of all proposals on the basis of information provided and other evaluation criteria as set forth in this Request for Qualifications or as reasonably determined by the Committee.

3. The 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.

4. The Selection Committee will review alternative proposals, and may recommend a proposal from more than one Respondent.

5. 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 Council.

6. The Selection Committee shall notify unsuccessful respondents in writing.

IX. Conditions of Responses

A. Late Statements:
Statements of Qualifications received by the City after the time specified for receipt will not be considered. Respondents shall assume full responsibility for timely delivery of the statement to the location designated for receipt.

B. Completeness:
All information required by the Request for Qualification must be supplied to constitute a legitimate statement of qualifications.

C. Opening:
All Statements of Qualifications will be publicly opened at the time and place specified and will be made available for public inspection. A listing of firms or individuals submitting such statements will not be made available until after the opening deadline.

D. Award Presentation:
Subject to agreement negotiation, the Selection Committee will recommend to the City Council for acceptance and final award, one of the

proposals, or will reject all proposals within sixty (60) calendar days from the opening.

E. *Statement of Qualifications Clarification Request:*
During the period of evaluation, the City shall have the right to request clarification from the respondents. If any such respondent fails to respond to such a request within five (5) business days from the date of the request, the City shall have the right to reject the proposal.

F. *Oral Presentations:*
After all responses have been evaluated, the City's Selection Committee may require representatives of one or more of the respondents to appear and present before the Committee in Joplin, Missouri, for the purpose of making a final evaluation and recommendation.

G. *Completion of Project*
It is the City's goal to have this project completed within six (6) to ten (10) months.

H. *Contract Development:*
If the City selects a firm, City staff will conduct contract discussions and negotiations with the apparent successful respondent. This Request for Qualifications 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 as Appendix A. Please note Section VI. of the draft agreement relating to costs and payment. This is a draft Agreement and may be modified or revised by the City of Joplin in its discretion or as required by the RFQ, the respondent's response to the RFQ and negotiations.

I. *Competition:*
It is the City's intent that this Request for Qualifications 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 Qualifications 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_____, 2019, by and between the City of Joplin, Missouri, whose address is 602 S. Main Street, Joplin, Missouri 64801, 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 recruitment of a new City Manager; 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 Manager for the City of Joplin. Such services shall include, but not be limited to, the requirements enumerated in Section II., Scope of Services, of the City's Request for Qualifications.

ARTICLE II - AGREEMENT DOCUMENTS

The services rendered by Consultant shall be in conformance with the terms of this Agreement, City's Request for Qualifications (RFQ) 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 Manager for the City of Joplin.

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 Joplin to Consultant shall remain confidential. All candidate information provided to the City of Joplin shall remain confidential. However, Consultant understands and agrees that the City of Joplin 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 a 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 Joplin.

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 once the candidates are narrowed down to six (6) or less; and (c) the final one-third (1/3rd) of the fee will be due upon the completion of hiring a candidate.

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 Joplin 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 Jasper County, Missouri, or the United States District Court for the Western 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

_____

Attest:

_____
Secretary

FOR THE CITY

_____
Gary L. Shaw, Mayor

Attest:

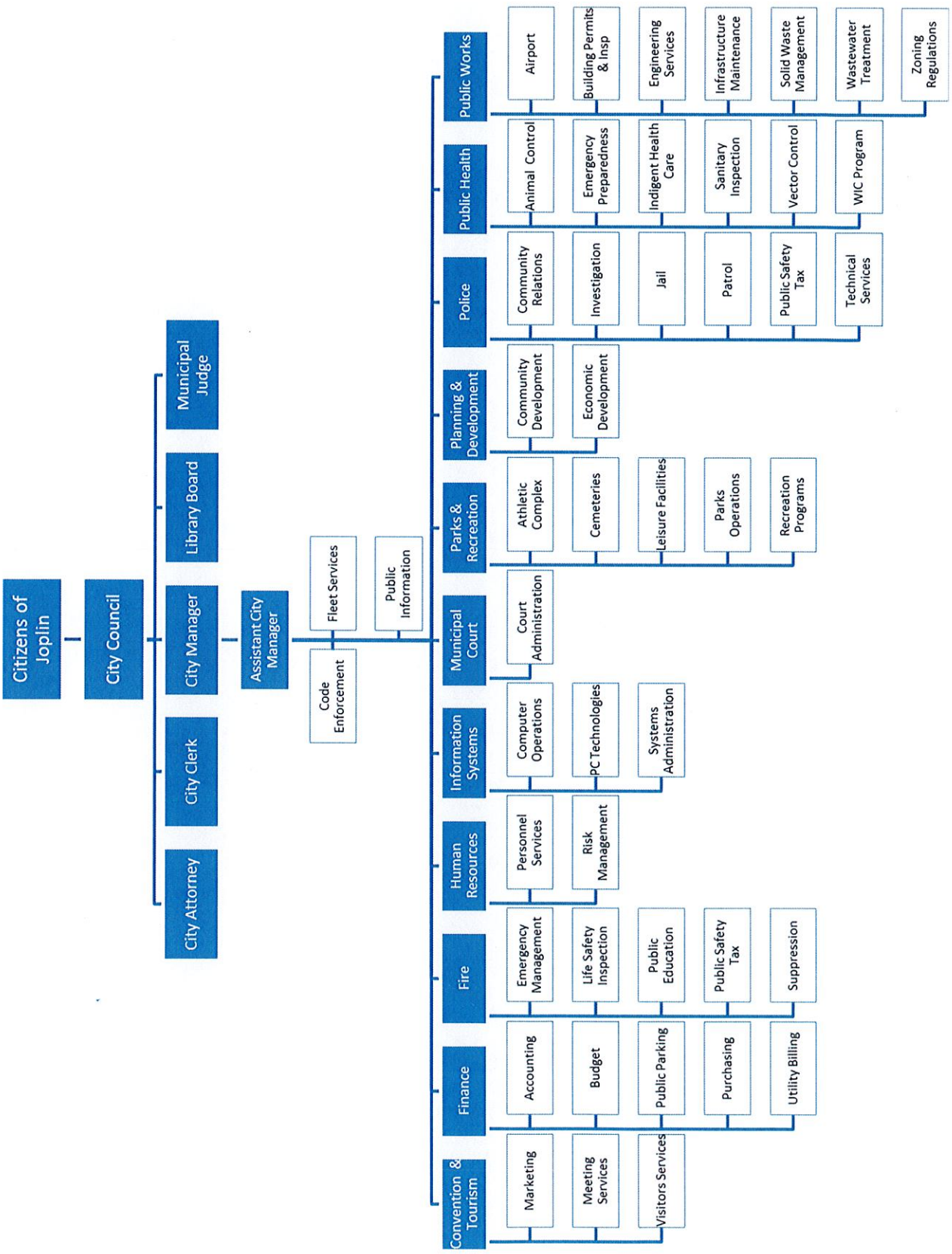
_____
Barbara J. Gollhofer, City Clerk

APPROVED AS TO FORM:

_____
Peter C. Edwards, City Attorney

APPENDIX "B"

City of Joplin
Organization Chart



APPENDIX "B"

ORIGINAL

PROPOSAL FOR EXECUTIVE RECRUITMENT SERVICES

CITY MANAGER – JOPLIN, MISSOURI
RFQ 2019-RFQ-01

June 5, 2019

This proposal is valid until September 5, 2019

Strategic Government Resources

P.O. Box 1642, Keller, Texas 76244
Office: 817-337-8581

Jennifer Fadden, President of Executive Recruitment and Interim Management
JenniferFadden@GovernmentResource.com

Kristin Navarro, Director of Business Development and Recruitment
KristinNavarro@GovernmentResource.com

June 3, 2019

Gary Shaw, Mayor
City of Joplin, Missouri
gary@centralchristiancenter.org

Dear Mayor Shaw and Councilmembers:

Thank you for the opportunity to submit this proposal to assist the City of Joplin, Missouri, in your search for a new City Manager.

SGR has the unique ability to provide a personalized and comprehensive recruitment to meet your needs. I would like to draw your attention to a few key items that distinguish SGR from other recruitment firms:

- SGR has over 50,000 email subscribers to our weekly "10 in 10 Update on Leadership and Innovation" e-newsletter.
- SGR will send targeted emails to our database of over 3,900 city management officials.
- 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 an average of over 15,000 unique visits each month and over 1,600 jobs listed at any given time.
- SGR is the only search firm with a social media expert on staff who provides a comprehensive social media marketing campaign that includes custom-made graphics, a custom-made video clip, and distribution on Facebook, Twitter, Instagram, and LinkedIn.

No other firm can touch our reputation for being trusted by both clients and candidates. We are excited about the prospect of doing this recruitment for the City of Joplin, and we are available to visit in person with you at your convenience.

Respectfully submitted,

Ron Holifield, Chief Executive Officer
Strategic Government Resources
Ron@GovernmentResource.com
Cell: 214-676-1691

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COMPANY PROFILE AND UNIQUE QUALIFICATIONS

Background

Strategic Government Resources, Inc. (SGR) was incorporated 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 been, 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
- Protecting Relationships.

Office Locations

SGR's corporate headquarters is in **Keller, Texas, in the Dallas/Fort Worth Metroplex**. SGR also has virtual offices in:

Florida
Kissimmee
Lakeland

Georgia
Savannah

Massachusetts
Boston

Missouri
Gladstone

North Carolina
Mooresville

Oklahoma
Stillwater

Pennsylvania
Philadelphia

Texas
Abilene
Arlington
Coppell
Corpus Christi
Forney

Texas (cont'd)
Granbury
Greenville
Lubbock
Murchison
North Richland Hills
Richardson
Sugar Land
Tyler

Executive Recruitment Team

- Ron Holifield, Chief Executive Officer
- Jennifer Fadden, President of Executive Recruitment and Interim Services
- Melissa Valentine, Managing Director of Recruitment and Human Resources
- Kristin Navarro, Director of Business Development and Recruitment
- Katie Babits, Diversity and Partner Collaboration Manager
- Muriel Call, Research Manager
- Delena Franklin, Lead Recruitment Coordinator
- Becky Welch, Recruitment Coordinator
- Courtney Ware, Recruitment Coordinator
- Andra Henson, Research Specialist
- Doug Thomas, Senior Vice President
- Bill Peterson, Senior Vice President
- Bob Turner, Senior Vice President
- Cory Smith, Senior Vice President
- David Leininger, Senior Vice President
- Gary Holland, Senior Vice President
- Kurt Hodgen, Senior Vice President
- Larry Bell, Senior Vice President
- Larry Boyd, Senior Vice President
- Larry Gilley, Senior Vice President
- Lissa Barker, Senior Vice President
- Margie Rose, Senior Vice President
- Mike Tanner, Senior Vice President
- Price Robinson, Senior Vice President
- Ron Robinson, Senior Vice President
- Tommy Ingram, Senior Vice President

For a full list of SGR team members, please visit: www.governmentresource.com/SGR_team.

UNIQUE QUALIFICATIONS

Marketing and Networking

Our recruiters have years of experience in local government and both regional and national networks of relationships. The entire executive recruitment group works as a team to leverage their networks to assist with each recruitment. SGR team members are active on a national basis, in both local government organizations 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.

How SGR reaches the most extensive and diverse pool of applicants:

- SGR's 10 in 10 Update on Leadership and Innovation e-newsletter, where all recruitments conducted by SGR are announced, reaches **over 50,000 subscribers.**
- SGR has an opt-in subscriber database of **over 3,900 city management officials.**
- SGR's marketing includes **custom-made graphics** and **targeted ad placement on LinkedIn** users' pages who are selected by LinkedIn's algorithms to be a match for your job posting. This helps **recruit passive candidates** who might otherwise not be aware of the opening.
- SGR's marketing includes a **custom-made video clip**. View sample video clips at the following links: https://adobe.ly/2PTh5tP, spark.adobe.com/video/z7W4oZFk5H3Ax, https://adobe.ly/2OHJ1R5
- SGR has a social media expert on staff, who provides a **comprehensive social media marketing campaign** that includes email, Facebook, Twitter, Instagram, and LinkedIn.
- SGR has formal collaborative partnerships with:
    - League of Women in Government (LWG)
    - Florida City and County Management Association (FCCMA)
    - Louisiana Municipal Association (LMA)
    - Missouri Municipal League (MML)
    - Oklahoma Municipal League (OML)
    - City Management Association of Oklahoma (CMAO)
    - National Public Employers Labor Relations Association (NPELRA)
    - Texas Fire Chiefs Association (TFCA)
- SGR conducts over 320 live training classes each year on average, and we currently serve over 23,000 local government employees in our Learning Management System (LMS).

- SGR has 544 local government clients in 47 states for our recruitment, training, and leadership development business lines combined.

Listening to Your Unique Needs
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 recruitment that is unique to you. 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.

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 recruitment processes, because candidates trust SGR to assess the situation well, communicate honestly and bluntly, and maintain their confidentiality.

Comprehensive Needs Assessment
SGR's executive recruiting services are unequaled. Our role is to find the candidate who is the best match for your organization.

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. As detailed in our Project Methodology our search process is the most comprehensive in the industry.

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 recruitment 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. SGR produces a comprehensive media report on each candidate during the semifinalist and finalist stages which is further detailed in the Project Methodology.

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

Equal Opportunity Commitment

SGR strongly believes in equal opportunity. SGR does not discriminate and 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.

KEY PERSONNEL FOR THIS RECRUITMENT

Kurt Hodgen, Senior Vice President
With over 30 years of local government experience, Kurt Hodgen joined SGR in 2017 as Senior Vice President. Most recently, from 2007 until his retirement, Kurt served as the City Manager for the City of Harrisonburg, Virginia, after having previously served as the Assistant City Manager beginning in 2001. From 1993 to 2001, Kurt was the Assistant County Administrator/Director of Public Works for Botetourt County, Virginia. Before that, Kurt served as the Town Manager for the Town of Narrows, Virginia.

Kurt has been active in his professional associations and is currently a member of the International City and County Management Association (ICMA) and the Virginia Local Government Management Association (VLGMA). Recently, he served as the Chairman for the Board of Directors for the Virginia Municipal League Insurance Program, in addition to serving on the Executive Committee for VLGMA, the Harrisonburg Rockingham Regional Sewer Authority, the Middle River Regional Jail Board of Directors, Harrisonburg Rockingham Emergency Communication Center Administrative Board, and more.

Ron Holifield, CEO
Ron Holifield served almost two decades in City Management, including 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, where he provided strategic marketing consultation for many of the leading corporations in America, including Space Imaging, American Express, IBM, Xerox and over 50 other Fortune 500 companies, as well as NASA. In 1999, Ron sold that company and founded Strategic Government Resources to specialize in Recruiting, Assessing and Developing Innovative, Collaborative, Authentic Leaders for local governments nationwide.

Today, Ron speaks at over 50 state and national conferences and workshops each year and remains high profile in the city management profession. SGR is the third largest local government executive search firm in the nation, operates the second largest local government job board in the nation, and provides live and online leadership development to more local government executives and midlevel managers than any other company in the nation.

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

Kurt D. Hodgen, ICMA-CM
177 Pecan Hills Drive
Mooresville, NC 28115
(540) 820-0531
kdhodgen@comcast.net

JOB OBJECTIVE:

To obtain a senior level management position in local government that will allow me to utilize my knowledge and experience, to serve and make a significant contribution to the staff and citizens of that locality.

EDUCATION:

James Madison University, B.S. degree in Public Administration and Political Science, December, 1984. AWWA Utility Management Institute at Virginia Tech, 1989; Senior Executive Institute, University of Virginia, 1991; Virginia Institute for Economic Development, 1996; ICMA Credentialed Manager, 2003.

RELATED EXPERIENCE:

December, 2017 – Present: Senior Vice President, Executive Recruitment, Strategic Government Resources.
Provision of executive recruitment services to localities throughout the United States from initial recruitment of applicants through contract negotiations between successful candidates and localities; ongoing relationship building and support to both local government clients as well as potential candidates.

July 2007 – October 2017: City Manager, City of Harrisonburg.
Retired after 32+ plus years in Virginia local government as CAO of one of the fastest growing cities in Virginia, Responsible for preparation and administration of a $200+ million dollar budget (all funds), leadership of 12 departments (including Police and Fire) and 754 FT employees.

Accomplishments and activities included:

- Numerous infrastructure projects including renovation of a new public safety building housing police, fire administration and the consolidated city/county emergency communications center and radio system, various other public buildings, utilities upgrades and expansions, road and bridge construction, development of new bike and pedestrian trails, downtown redevelopment and streetscape improvements and parks and recreation facilities.
- Enhancements to the City's financial management policies; achieved upgrades to the City's bond ratings; oversaw multiple successful bond issues; obtained multi-million dollar assistance in state and federal transportation funding.

- Growth of the local economy through new commercial and retail, corporate expansions such as Rosetta Stone, Anthem Data Center, Serco, Axon, and

Walker/Tenneco. Establishment of economic revitalization zones and technology zones.

- Growth and development of staff through internal and external education and training opportunities; succession planning.
- Intergovernmental/regional cooperative efforts including establishment of a City/James Madison University liaison committee meetings with University President and Senior staff, continuation of City/County liaison meetings, and City-School Board liaison meetings. Service as Chairman of the joint City-County Emergency Communications Center Administrative Board; coordination with the County on other shared services; service on other regional Boards and Commissions; served as City's legislative liaison to General Assembly members and the Virginia Municipal League.
- Served as the City's Emergency Services Coordinator as per the Code of Virginia.

February 2001 – June 2007: Assistant City Manager, City of Harrisonburg.
Principal assistant to the City Manager. Performed duties of the city manager in his absence as well as all other duties assigned including liaison between City Manager and department heads; direct oversight of six departments; start-up and administration of City's CDBG Program; grant writing; special project management; staff development; report writing and presentations to City Manager and City Council. Also served as Deputy Emergency Services Coordinator.

Feb.1993 – Feb. 2001: Asst. County Admin./Dir. of Pub. Works, Botetourt County, Virginia.
Top-level administrative position in a rapidly growing County. Responsible for administration of multiple departments and activities including engineering, utilities, landfill and recycling, building and grounds maintenance, and parks and recreation. Administered departmental budget and capital projects budget. Duties also included grant writing and administration; long range planning; staff development; economic development; emergency services; report writing and presentations to county administrator and Board of Supervisors.

January 1988 - February 1993: Town Manager, Town of Narrows, Virginia.
Chief Administrative Officer of a full-service town. Prepared and administered the budget, oversaw all departmental operations as well as community development and planning activities, capital projects, water and sewer projects, street and sidewalk improvements. Prepared Council agendas, monthly financial reports, biweekly activity reports, and other reports and studies as required by council. Developed standard purchasing and budgeting policies; completed major water and sewer system improvements and upgrades. Other activities included grant writing and administration, and intergovernmental cooperation efforts.

Dec. 1986 – Jan.1988: Public Admin. Specialist, Mt. Rogers Planning District Commission.
Served as Circuit Riding Town Manager for the towns of Fries and Independence,

Virginia. Oversaw departmental operations, wrote and administered CDBG, EPA and FmHA grants for community infrastructure projects.

January 1985 - August 1986: Asst. to the County Administrator, Alleghany County, Virginia.
Duties included assistance in preparation and administration of the operating budget, project management for the renovation of and movement to a new county office building. Prepared reports, assisted in day-to day operations, other duties as assigned by the County Administrator.

PROFESSIONAL MEMBERSHIPS:

International City and County Management Association (ICMA)
Virginia Local Government Management Association (VLGMA)

OTHER AFFILIATIONS:

Virginia Municipal League Insurance Program (served as Board member, Vice Chairman and Chairman)
Virginia Local Government Management Association (Exec.Committee member 2006-08)
Virginia Local Government Management Association Support Network Coordinator
Harrisonburg Rockingham Regional Sewer Authority Board of Directors
Middle River Regional Jail Board of Directors
Harrisonburg-Rockingham Emergency Communication Center Administrative Board Chairman
Harrisonburg-Rockingham Social Services District Administrative Board
Harrisonburg-Rockingham Metropolitan Planning Organization Boad Member
Central Shenandoah Juvenile Detention Center Board of Directors
Community Criminal Justice Board, Board member
Virginia Commission on Local Government Annexation Study Committee member

PROJECT METHODOLOGY

A full-service recruitment typically entails the following steps:

1. **Organizational Inquiry and Analysis**
    - Develop 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
    - Social Media and Marketing of Position

3. **Initial Screening and Review**
    - Management of Applications
    - Evaluation of Resumes
    - Search Committee Briefing to Facilitate Selection of Semifinalists

4. **Evaluation of Semifinalist Candidates**
    - Written Questionnaire
    - Recorded Online Interviews
    - Media Search Stage 1
    - Search Committee Briefing to Facilitate Selection of Finalists

5. **Evaluation of Finalist Candidates**
    - Comprehensive Media Search Stage 2
    - Comprehensive Background Investigation Report
    - First Year Game Plan (if desired)

6. **Interview Process**
    - Conduct Interviews
    - Deliberations
    - Reference Checks

7. **Negotiations and Hiring Process**
    - Determine the Terms of an Offer
    - Negotiate Terms and Conditions of Employment

8. **Satisfaction Surveys**

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 recruitment 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 recruitment. 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 recruitment, 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 placements, 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 50,000 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, LinkedIn, Instagram, and Pinterest 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.

SGR's marketing includes a **custom-made video clip**. View a sample video clip at the following link: https://adobe.ly/2PTh5tP, spark.adobe.com/video/z7W4oZFk5H3Ax, https://adobe.ly/2OHJ1R5

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 provides 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 recruitment 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 up to 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 recruitment 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 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 questions focusing on key areas of particular interest to the client. This written instrument will be included in the semifinalist briefing book along 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 4-6 finalists who will be invited for personal interviews.

Step 5: Evaluation of Finalist Candidates

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 recruitment 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.

A sample media report can be viewed at the following link:
www.governmentresource.com/Sample_Media_Search_Redacted.pdf.

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 for previous 10 years
- 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) for previous 10 years
- County civil search (for every county in which the candidate has lived or worked) for previous 10 years
- Education verification
- Employment verification (if desired)
- Military verification (if desired)

First Year Game Plan (if desired)
The "First Year Game Plan" is a process where finalist candidates are provided with the contact information for elected officials, key staff, and community leaders, and 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.

- Interviewing community leaders at the outset of the recruitment;
- Holding a public forum for citizen engagement at the outset of the recruitment;
- 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 (if applicable);
- 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.

Step 6: Interview Process

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
SGR will facilitate a discussion about the finalist interviews and assist the Search Committee in making a hiring decision or 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 will talk to as many professional contacts as necessary for a given candidate including elected officials, direct supervisors, direct reports, internal organizational peers, professional peers in other organizations, and civic leaders. 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."

Step 8: Satisfaction Surveys

SGR is committed to authentically following the golden rule by providing prompt, professional and excellent communication and always treating every client with honor, dignity and respect. We ask clients and candidates to complete a brief and confidential survey after the completion of their recruitment. This helps us strive to continuously improve our processes and meet the changing needs of the workforce.

Supplemental Services if Desired (see Tab 4 for further explanation)

DiSC Management Assessments
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.

Press Release

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

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.

Post-Hire Team Building Analysis

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. The price is $4,000 for a half-day onsite workshop, plus travel expenses, and $150 per person for I-OPT reports.

STANDARD TIMELINE

Timeline will be adjusted at the outset of the search to meet the organization's needs.

Task	Weeks
• Contract Executed • Outline Project Plan, Timeline • Individual Interviews with Search Committee / Key Personnel / Community Leaders (if desired)	Week 1
• Deliverable: Position Profile Brochure • Search Committee Reviews and Approves Brochure	Weeks 2-3
• Ad Placements • Accept Applications • Email Distribution and Marketing of Position Profile	Weeks 4-7
• Triage and Scoring of Resumes	Week 8
• Search Committee Briefing (Slide Presentation) / Select Semifinalists • Candidates Complete Questionnaire and Online Interviews • Stage 1 Media Searches	Week 9
• Deliverable: Semifinalist Briefing Books	Week 10
• Search Committee Briefing / Select Finalist Candidates	Week 11
• Comprehensive Media Search Stage 2 • Comprehensive Background Screening Report • DiSC Management Assessment (supplemental service if desired)	Weeks 12-13
• Deliverable: Finalist Briefing Books	Week 14
• Stakeholder Engagement (if desired) • Conduct Interviews • Deliberations • Reference Checks • Negotiations • Announcement / Press Release (if desired)	Week 15

Completed City/Town/County Manager & Administrator Recruitments, 2014 to Present

2019

- Lenexa, Texas (pop. 51,000)
- Victoria, Texas (pop. 67,600)

2018

- Anna, Texas (pop. 11,000)
- Bethany, Oklahoma (pop. 19,600)
- Cameron, Missouri (pop. 10,000)
- Clackamas County, Oregon (pop. 408,000)
- Clallam County, Washington (pop. 75,000)
- Clark County, Washington (pop. 345,000)
- Coffeyville, Kansas (9,800)
- Craig, Colorado (pop. 8,800)
- Erie, Colorado (pop. 26,000)
- Forney, Texas (pop. 17,500)
- Freeport, Texas (pop. 12,000)
- Fulshear, Texas (pop. 4,000)
- Green Cove Springs, Florida (pop. 7,000)
- Humble, Texas (pop. 15,000)
- Jacksonville, Texas (pop. 15,000)
- Lawton, Oklahoma (pop. 94,000)
- Lebanon, Missouri (pop. 15,000)
- Lockhart, Texas (pop. 13,000)
- Marshall, Texas (pop. 24,700)
- Mineral Wells, Texas (pop. 15,000)
- Murfreesboro, Tennessee (pop. 131,900)
- Nixa, Missouri (pop. 20,500)
- Paducah, Kentucky (pop. 25,000)
- Palm Coast, Florida (pop. 88,000)

- Pflugerville, Texas (pop. 54,600)
- Riverside, Missouri (pop. 3,000)
- Smithville, Missouri (pop. 9,000)
- South Windsor, Connecticut (pop. 26,000)
- Springfield, Missouri (pop. 167,300)
- Sunnyvale, Texas (pop. 5,700)
- Tolland, Connecticut (pop. 15,000) - upcoming
- West University Place, Texas (pop. 14,000)
- Wethersfield, Connecticut (pop. 26,000)

2017

- Amarillo, Texas (pop. 189,000)
- Bastrop, Texas (pop. 8,400)
- Bedford, Texas (pop. 49,000)
- Bozeman, Montana (pop. 41,600)
- Brenham, Texas (pop. 16,300)
- Clute, Texas (pop. 11,000)
- Choctaw, Oklahoma (pop. 11,500)
- Colleyville, Texas (pop. 24,500)
- Grandview, Missouri (pop. 25,300)
- Jupiter, Florida (pop. 60,700)
- Killeen, Texas (pop. 119,000)
- Midland, Michigan (pop. 40,800)
- Parkville, Missouri (pop. 5,400)
- Plant City, Florida (pop. 33,000)
- Saginaw, Texas (pop. 21,700)
- San Marcos, Texas (pop. 53,000)
- Sealy, Texas (pop. 6,400)
- Stephenville, Texas (pop. 17,400)
- Temple, Texas (pop. 70,000)
- Topeka, Kansas (pop. 127,000)
- Vail, Colorado (pop. 4,800)

2016

- Angleton, Texas (pop. 19,000)
- Beavercreek, Ohio (pop. 45,000)
- Bethany, Oklahoma (pop. 19,500)
- Canadian, Texas (pop. 2,900)
- Carrollton, Texas (pop. 128,000)
- Clarksville, Indiana (pop. 22,000)
- Craig, Colorado (pop. 9,300)
- Davenport, Iowa (pop. 101,000)
- Des Moines, Washington (pop. 29,000)
- Elgin, Texas (pop. 10,000)
- Forney, Texas (pop. 16,000)
- Gunnison, Colorado (pop. 5,500)
- Hot Springs, Arkansas (39,000)
- Lake Dallas, Texas (pop. 8,000)
- Lake Worth, Texas (pop. 4,000)
- Muskegon Heights, Michigan (pop. 11,500)
- Northglenn, Colorado (pop. 34,000)
- Palestine, Texas (pop. 18,000)
- Piney Point Village, Texas (pop. 3,500)
- Port Lavaca, Texas (pop. 11,000)
- Spokane Valley, Washington (pop. 90,600)
- Stillwater, Oklahoma (pop. 46,000)
- Sweetwater, Texas (pop. 10,000)
- Valley Center, Kansas (pop. 5,000)
- Williston, North Dakota (pop. 13,000)

2015

- Abilene, Texas (pop. 118,000)
- Altus, Oklahoma (pop. 19,000)
- Alvin, Texas (pop. 23,000)
- Azle, Texas (pop. 11,500)

- Baytown, Texas (pop. 70,000)
- Ballwin, Missouri (pop. 30,000)
- Bridgeport, Texas (pop. 6,000)
- Casper, Wyoming (pop. 53,500)
- Duncanville, Texas (pop. 36,400)
- Georgetown, Texas (pop. 50,000)
- Granbury, Texas (pop. 6,800)
- Kaufman, Texas (pop. 8,900)
- Kilgore, Texas (pop. 13,000)
- Lamesa, Texas (pop. 9,300)
- Missouri City, Texas (pop. 74,500)
- Montgomery, Texas (pop. 800)
- Sealy, Texas (pop. 6,400)

2014

- Burien, Washington (pop. 49,000)
- Fate, Texas (pop. 7,000)
- Henderson, Texas (pop. 14,000)
- Joshua, Texas (pop. 6,000)
- Kyle, Texas (pop. 30,500)
- League City, Texas (pop. 88,000)
- Lindale, Texas (pop. 5,000)
- Miami, Oklahoma (pop. 13,500)
- Pearland, Texas (pop 96,000)
- Port Arthur, Texas (pop. 56,700)
- South Padre Island, Texas (pop. 3,000)
- Stephenville, Texas (pop. 17,400)
- Tyler, Texas (pop. 98,800)

Population numbers are approximate.

REFERENCES

Unified Government of Wyandotte County/Kansas City, Kansas
Population : 161,000
Contact: Joe Connor, Assistant County Administrator
Email : jconnor@wycokck.org
Phone : 913-573-5030

City of Topeka, Kansas
Population: 127,000
Contact: Michelle De La Isla, Mayor
Email: mrangel@topeka.org
Phone: 785-368-3895

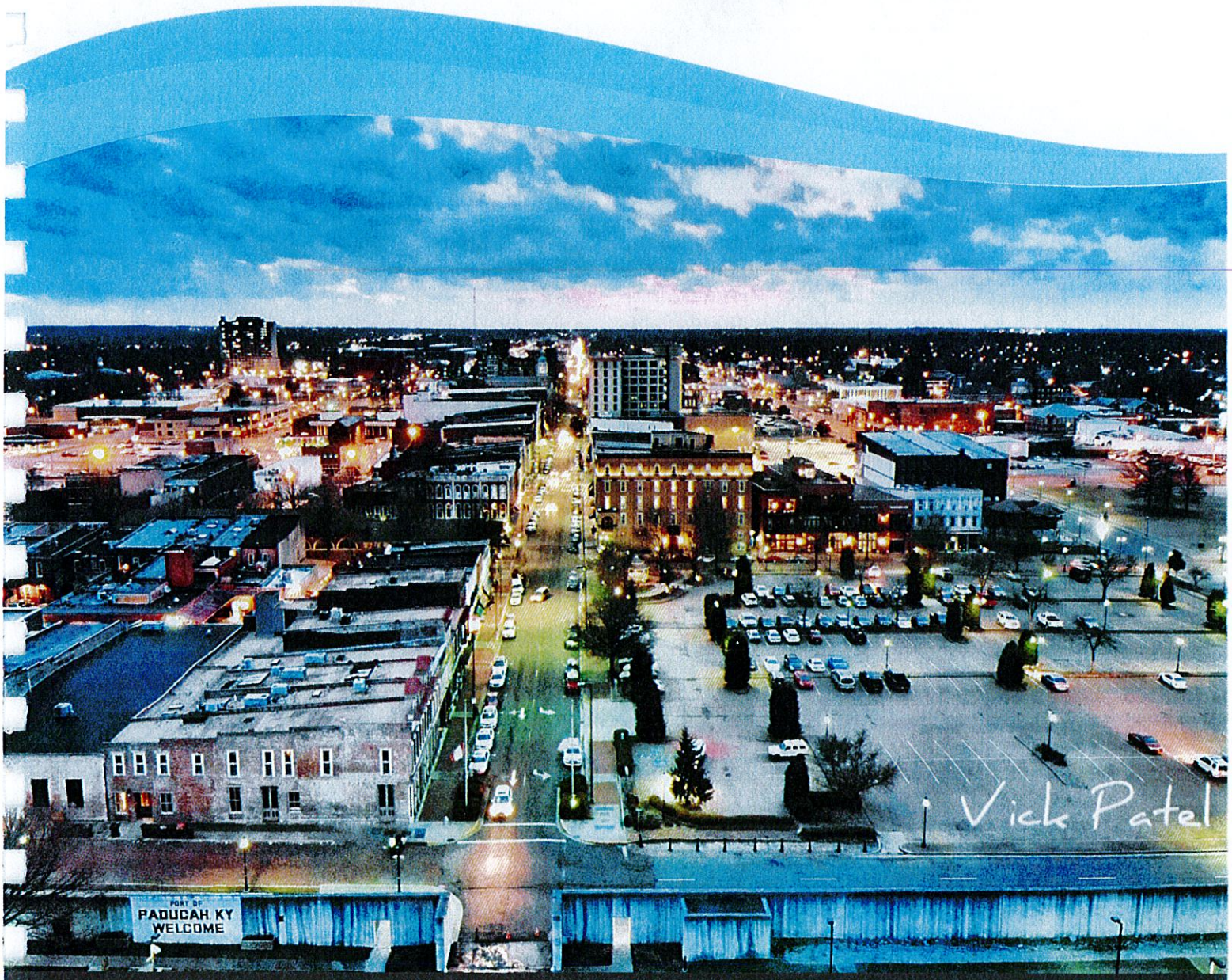
City of Pflugerville, Texas
Population: 60,000
Contact: Victor Gonzales, Mayor
Email: victor.gonzales@pflugervlletx.gov
Phone: 512-990-6101

City of Georgetown, Texas
Population: 59,000
Contact: Tadd Phillips, Human Resources Director
Email: Tadd.Phillips@georgetown.org
Phone: 512-930-2504

City of Grandview, Missouri
Population: 26,000
Contact: Cemal Gungor, City Administrator
Email: cgungor@grandview.org
Phone: 816-316-4800

CITY MANAGER
PADUCAH, KENTUCKY

PADUCAH
City of Crafts & Folk Art
UNESCO CREATIVE CITY



EXECUTIVE SEARCH PROVIDED BY STRATEGIC GOVERNMENT RESOURCES



The Community

Paducah, Kentucky, is situated at the confluence of the Tennessee and the Ohio rivers, halfway between St. Louis, Missouri, to the northwest, and Nashville, Tennessee, to the southeast, along Interstate 24. The largest city in the Jackson Purchase region, it is the only incorporated community in McCracken County. Paducah is home to approximately 25,000 residents who enjoy small town living with convenient access to unique cultural amenities, top notch schools, and safe, friendly neighborhoods.

Paducah, originally known as Pekin, was settled around 1815 and chartered as a city in 1856. The community continued to capitalize on its geographic location by becoming the site of dry dock facilities for steamboats and towboats and, in turn, headquarters for various barge line companies. In 1937, the Ohio River at Paducah rose over its 50-foot flood stage. The flood was considered to be the worst natural disaster in Paducah's history. As a result of the flood, the United States Army Corps of Engineers built a flood wall to replace the earthen levee that had once been in place. In 1948, Paducah was selected for the development of a new Uranium Enrichment Plant, which was finally decommissioned in 2013. The 20th Century was a time of great growth and change for the community of Paducah, and the beginning of the 21st Century has seen the community further develop its creative identity.

On November 21, 2013, Paducah was designated by UNESCO as a Creative City of Crafts & Folk Art, a status it earned due to its commitment to creativity, culture, and innovation. The City's support of the arts is demonstrated through cultural initiatives and assets, including the Lower Town Artist Relocation program, the National Quilt Museum, Paducah "Wall to Wall" Floodwall Murals, and the Paducah School of Art and Design. The UNESCO designation has created opportunities for exciting partnerships with Creative Cities around the globe. The City has welcomed artists and cultural leaders from around the world to share culture and craft through exhibitions, workshops, and performances. Last September, Paducah hosted the UNESCO Creative Cities of Crafts & Folk Art Annual Meeting, welcoming representatives from four continents for the first formally designated meeting of the Crafts & Folk Art sub-network.

Paducah has several museums to educate and entertain, such as the Paducah Railroad Museum, the River Discovery Museum, the Tilghman Civil War Museum, and, the oldest, the William Clark Market House Museum, founded in 1968. Several festivals, such as the American Quilter's Society Quilt Show and Contest, the Lower Town Arts & Music Festival in May, and BBQ on the River in September, attract large crowds for fun and food.

The Community CONTINUED

Paducah Main Street, winner of the Great American Main Street Award in 2010 and a 2017 Accredited Kentucky Main Street Community, serves as a model for communities throughout the nation. Selected by a nationwide jury of community development experts, Paducah proves that incremental progress and persistence pay off, creating economic vitality, a unique sense of place, and a greater commitment to the community by all of its residents. Paducah Main Street partners with business owners, property owners, and citizens through historic preservation and effective marketing and maximizes the potential of the unique historic district by focusing on business recruitment and retention, resulting in a thriving, vibrant district that has helped make Paducah an attractive destination.

Paducah Public Schools offer award-winning academic, arts, and athletic programs in a diverse learning environment for 2,800 students. The district was classified as "Proficient," and Paducah Tilghman High School and Clark Elementary were classified as "Distinguished" under the Kentucky Department of Education (KDE) Unbridled Learning Accountability System in 2015-16. Currently, the district is comprised of three elementary schools, one middle school, one high school, an alternative program, and a Head Start preschool program. Other schools in the Paducah area include St. Mary School System, a faith-centered school system rooted in Catholic tradition, Community Christian Academy, a non-denominational private school for grades K-12, and McCracken County Public Schools, which offers two K-5 elementary schools, three K-3 elementary schools, two 4-5 grade intermediate schools, three middle schools, and one high school.

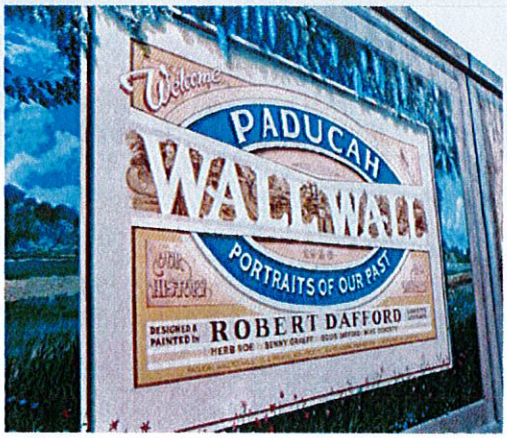
For those seeking higher education, West Kentucky Community and Technical College (WKCTC), Murray State University, and the University Of Kentucky College Of Engineering have campuses in the City. WKCTC not only offers traditional two-year transfer Associate in Arts, Associate in Science, and Associate in Fine Arts degrees, but also offers Associate in Applied Science degrees, diplomas, and certificates in several technical fields. MSU's Paducah Regional Campus serves the Paducah and McCracken County area, extending higher education learning opportunities to students who reside in the region. The UK College of Engineering offers four-year Bachelor of Science degrees in both chemical and mechanical engineering in Paducah.

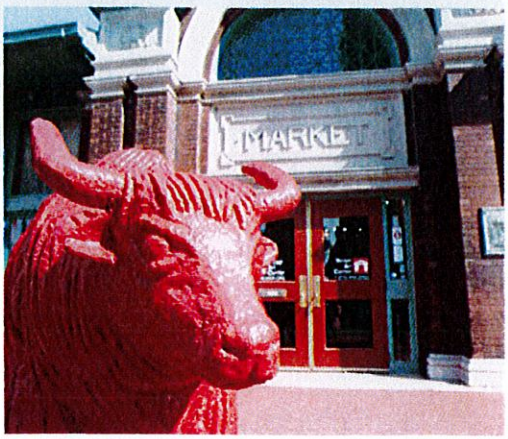
Major area employers include Baptist Health Paducah (2,066), Ingram Barge (1,800), Lourdes Hospital (1,740), Marquette Transportation (1,571), McCracken County Public Schools (1,131), James Marine (1,000), Four Rivers Nuclear Partnerships (686), and TeleTech (600).

Barkley Regional Airport offers passengers twice daily, round trip jet service to Chicago O'Hare on United Express Airlines. SkyWest Airlines operates the service as United Express under contract with United, utilizing SkyWest's fleet of 50-seat Bombardier CRJ-200 jet aircraft.

The City has a median household income $42,069 and median home value of $117,000.







Governance and Organization







Paducah is a home rule city operating under a commission-manager form of government. The Paducah Board of Commissioners is made up of the Mayor and four Commissioners elected at-large by the citizens on a non-partisan basis. The Mayor is elected for a four-year term and Commissioners for two-year terms. The Mayor and Commissioners have equal voting powers.

The Paducah Board of Commissioners sets the policies that govern the City. It appoints advisory citizen groups that help in the decision-making process. The City Manager is appointed by the Board and assists it in formulating objectives, policies, and programs. The City Manager is responsible for the day-to-day operation of the City's approximately 310 full-time employees. Collective Bargaining Agreements are in place with the Fraternal Order of Police (69 employees), International Association of Fire Fighters (59 employees), and American Federation of State, County and Municipal Employees (60 employees). Department directors are responsible for their respective operations and report directly to the City Manager.

Paducah is a full-service city with the following direct reports to the City Manager: Police Chief, Fire Chief, Assistant to the City Manager, and the Directors of E911, Parks & Recreation, Planning, Human Resources/Risk Management, Engineering/Public Works, Finance, and Information Technology. Water and Wastewater Treatment services are provided by intergovernmental agencies (with whom the City partners), and electric services are provided by Paducah Power System, a municipal utility. The total FY 2018 Annual City Budget is roughly $60 million, with General Fund expenses approximating $33 million.

Paducah prides itself on being a diverse, engaged, and supportive community. There are many organizations throughout the City that work to celebrate diversity and facilitate open dialogue for inclusiveness. Recently, the Board of Commissioners added the LGBT community to the list of protected groups under the local Human Rights Commission's anti-discrimination policy. Following its original adoption in 2006 prohibiting smoking in enclosed public places, the City is also currently considering extending the prohibition to all places of employment, whether public or private.



Challenges and Opportunities

- The City is part of the Kentucky State Employees Retirement System and has regularly made its required annual contributions; however, due to underfunding of the state retirement system, the City may be facing up to a $2.3 million annual increase in the employer portion of the annual contribution depending upon the state legislature's final deliberations on the retirement system. The current proposal in the state legislature as of February 28 is to phase in, over the course of four years, the full contribution amount of $2.3m.
- The City will play a supporting role in promoting economic development opportunities in partnership with the public-private Paducah Economic Development Agency to promote entrepreneurial development opportunities. The Paducah Economic Development organization has recently completed a holistic update to the Forward Paducah Plan, focusing on six core initiatives: cultivating talent, helping existing businesses succeed, inspiring innovation, celebrating culture, telling Paducah's story, and investing in ourselves. The Plan can be accessed at: https://epaducah.com/wp-content/uploads/2017/07/forward_paducah_update.pdf
- The Paducah City Hall is undergoing a significant $4.5 million renovation to restore the historic structure and install HVAC system upgrades.
- The City is undergoing the conversion of most of its enterprise technology systems to the MUNIS platform, with financials completed, to be followed by several other phases including human resources and payroll, building inspection and permitting, revenues, occupational licenses, payroll taxes, and property taxes.
- Discussions regarding the future governance structure of the City's E-911 operations, which provide emergency call services to numerous jurisdictions, are underway. Also planned for the E-911 system is $12 million in capital improvements, including $4 million for CAD, telephony, and infrastructure and $8 million in radio system upgrades.
- Several of the City's senior leadership team are eligible to retire within three-six years, requiring the implementation of various succession planning programs.
- A comprehensive Community Storm Water Master Plan is underway (including 12.5 miles of river floodwalls and combined sewer system identification and repairs), which will require prioritization and a proposed fee structure to implement. Phase I of the study involving the physical Master Plan and system operation is nearing completion, with Phase II involving project identification, costs, and proposed funding mechanisms anticipated to be completed in the last quarter of calendar year 2018.
- The City will continue to develop its community greenway trail system over the next two years.
- The City is involved in a renewed strategic visioning process, and the next City Manager will have the opportunity to help refine the outcomes and develop metrics to track the organization's progress in implementing the new community vision and priorities.

Ideal Candidate



The City of Paducah seeks a visionary, innovative City Manager who is willing to look "outside the box" for creative solutions to community issues and help the organization successfully navigate a cultural shift. The ideal candidate will be a highly ethical, results-driven strategic thinker with a strong customer service focus, commitment to the community, and working knowledge of smart growth strategies. It will be important for the next City Manager to maintain an environment of credibility, integrity, and transparency and to foster positive and productive relationships with the Board, staff, and the community. The selected individual should be comfortable with the public nature of their position in a small-town environment, place a high value on civic participation, and encourage positive communications and cooperative relationships with citizens.

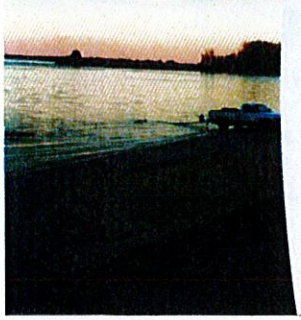


The Board seeks an open-minded, responsive, and ethical team-builder with an approachable personality and exceptional interpersonal skills who will foster interdepartmental communication and collaboration and serve as a mentor to staff. Paducah's next City Manager should have a track record of appreciation for the value of employee contributions in the services provided to the community. Taking a talented and well-led City workforce to the next performance level by utilizing best practices and promoting continuous improvement at every level of the organization will be an ongoing priority for the City Manager.

Creating close, positive, productive, and lasting relationships with the Board and community stakeholders will be paramount for the incoming City Manager. The Board seeks someone who will communicate with them directly and frankly, but always positively and respectfully, and keep them updated on the status of priorities and projects. An exceptional listener and consensus-builder, the City Manager will serve as a bridge between the Mayor, City Commission, and staff and will skillfully guide the Board through the decision-making process. The person selected will be politically savvy but never political.



The Board seeks a fiscally responsible City Manager with long-term capital planning abilities, data-driven decision-making skills, and a willingness to pursue creative strategies to address budget challenges. The ideal candidate will possess advanced finance and budget skills. A demonstrated ability to develop a professional analysis of policy and operational issues, coupled with recommended options for Board consideration, will be essential.



The incoming City Manager will have the knowledge, skills, and ability to promote economic growth. Ensuring that City policies are development and business-friendly without compromising quality or public safety will be important. The ideal candidate will be comfortable with technology, including effective implementation of such within the organization, to ensure the City is able to meet its goals and provide quality services efficiently and sustainably. A vision-driven leader with an innovation mindset who will embrace and proactively pursue change is strongly desired.

Education and Experience

The selected candidate must hold a bachelor's degree from an accredited college or university in public administration, business administration, or a related discipline and have 10-15 years of responsible professional managerial experience. A master's degree in public administration or a related field is preferred. An equivalent combination of education and experience that provides the required knowledge and skills may also be considered.



Compensation and Benefits

The City of Paducah offers a competitive salary depending on qualifications and experience. The City also provides a generous benefits program including health, dental, life insurance, and paid vacation and sick leave.



Application Process

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

For more information on this position contact:

Doug Thomas, Senior Vice President
Strategic Government Resources
DouglasThomas@GovernmentResource.com
863-860-9314

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

The City of Paducah 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.

SGR

Resources

City of Paducah
paducahky.gov

Paducah Chamber of Commerce
paducahchamber.org

Paducah Economic Development
epaducah.com

Paducah Convention & Visitors Bureau
paducah.travel

Paducah Sun
www.paducahsun.com

Follow Us

Executive Recruitment Clients

Arizona
- Chandler

Arkansas
- Fort Smith
- Hot Springs

Colorado
- Arvada
- Aurora
- Brighton
- Commerce City
- Craig
- Englewood
- Erie
- Golden
- Gunnison
- Mountain View Fire Protection District
- Northglenn
- Pitkin County
- Trinidad
- Vail
- Wheat Ridge

Connecticut
- South Windsor
- Tolland
- Wethersfield

Florida
- Boca Raton
- Boynton Beach
- DeLand
- Fernandina Beach
- Fort Lauderdale
- Green Cove Springs
- Jupiter
- Lakeland
- Lee County
- Palm Coast
- Plant City
- Port St. Lucie
- Tamarac
- Winter Haven

Georgia
- Albany
- Johns Creek

Indiana
- Clarksville

Iowa
- Davenport

Kansas
- Coffeyville
- Lenexa
- Overland Park
- Shawnee
- Topeka
- Unified Government of Wyandotte County/Kansas City
- Valley Center

Kentucky
- Paducah

Louisiana
- Shreveport

Michigan

- Kalamazoo County Consolidated Dispatch Authority (KCCDA)
- Midland
- Muskegon Heights

Mississippi
- Hancock County Port & Harbor Commission

Missouri
- Ballwin
- Cameron
- Cape Girardeau
- Grandview
- Lebanon
- Nixa
- O'Fallon
- Parkville
- Riverside
- Sikeston
- Smithville
- Springfield
- St. Charles

Montana
- Bozeman

Nevada
- Las Vegas
- Washoe County

New Mexico
- Farmington
- Four Corners Economic Development

North Carolina

North Dakota
- Mountrail Williams Electric Cooperative
- Williston

Ohio
- Beavercreek
- Franklin County

Oklahoma
- Altus
- Bethany
- Broken Arrow
- Chickasha
- Choctaw
- Lawton
- Miami
- Miami Office of Economic Development
- Oklahoma Municipal League
- Owasso
- Stillwater

Oregon
- Clackamas County
- Eugene
- Springfield

Tennessee
- Murfreesboro

Texas
- Abilene
- Addison
- Alamo Heights
- Alice
- Allen
- Alvin
- Amarillo

- Angleton
- Anna
- Arlington
- Atlanta
- Austin
- Azle
- Bastrop
- Bastrop Economic Development Corporation
- Bay City
- Baytown
- BCFS Health & Human Services
- Bedford
- Bellaire
- Boerne
- Brenham
- Bridgeport
- Brushy Creek Regional Utility Authority
- Burkburnett
- Canadian
- Carrollton
- Castroville
- Cedar Park
- Clute
- College Station
- Colleyville
- Colorado River Municipal Water District
- Commerce
- Converse
- Copper Canyon
- Copperas Cove
- Corpus Christi
- Dallas County
- Denison
- Denison Area Chamber of Commerce
- Denton
- Denton County Fresh Water Supply District 1-A
- Duncanville
- El Paso
- El Paso MPO
- Elgin
- Fairview
- Farmers Branch
- Fate
- Ferris
- Flower Mound
- Forney
- Fort Worth
- Freeport
- Fulshear
- Garland
- Georgetown
- Georgetown Chamber of Commerce
- Gonzales Economic Development Corporation
- Granbury
- Grapevine
- Gulf Coast Water Authority
- Harris County ESD No. 48
- Henderson
- Highland Park
- Humble
- Hutto
- Hutto EDC
- Irving
- Jacksonville
- Jacksonville Development Corporation (JEDCO)
- Joshua
- Kaufman
- Kilgore
- Killeen

- Kyle
- Lake Dallas
- Lake Worth
- Lakeway
- Lamesa
- Lancaster
- League City
- Leander
- Levelland
- Levelland EDC
- Lindale
- Little Elm
- Lockhart
- Longview
- Longview EDC
- Lubbock
- Marshall
- McKinney
- McKinney EDC
- Memorial Villages PD
- Midland
- Mineral Wells
- Missouri City
- Montgomery
- Mount Pleasant EDC
- Nederland
- North East Texas Regional Mobility Authority
- North Richland Hills
- North Texas Emergency Communications Center (NTECC)
- Odessa
- Orange
- Palestine
- Pearland
- Pflugerville
- Piney Point Village
- Plainview
- Plano
- Port Arthur
- Port Lavaca
- Port Neches
- Portland
- Princeton
- Red Oak
- Richardson
- Riverbend Water District
- Rockport
- Rockwall EDC
- Round Rock
- Rowlett
- Saginaw
- San Marcos
- San Marcos/Hays County EMS
- Seagoville
- Sealy
- Sherman EDC
- Snyder
- Socorro
- South Padre Island
- Southlake
- Stephenville
- Sugar Land
- Sunnyvale
- Sweetwater
- Tarrant County 9-1-1 District
- Taylor
- Temple
- Terrell
- TexAmericas Center
- Tyler
- Upper Brushy Creek WCID
- Victoria
- Waco

- Waxahachie
- West University Place
- Westworth Village
- Wichita Falls
- Willow Park
- Wills Point

Washington

- Bainbridge Island
- Bellevue
- Burien
- Clallam County
- Clark County
- Des Moines
- Richland
- Shoreline
- Snoqualmie
- Spokane
- Spokane Valley
- Whitworth Water District #2

Wyoming

- Casper

Other Organizations

- BCFS Health & Human Services
- HVJ Associates
- Institute for Bldg Tech. and Safety (IBTS)

Executive Recruitment Positions (2014 to Date)

Administration

- Assistant City Manager
- Assistant County Manager
- Chief Administrative Officer
- City Administrator
- City Clerk
- City Manager
- City Secretary
- County Administrator
- County Manager
- Deputy City Manager
- Director of Administration
- Town Manager

Animal Services

- Animal Services Manager
- Animal Shelter Manager
- Animal Welfare Director
- Animal Welfare Manager
- Assistant Director of Code Compliance/ Animal Welfare
- Director of Animal Care & Control
- Director of Animal Management & Welfare
- Director of Animal Services
- Director of Regional Animal Services
- Executive Director of Animal Services

Aviation

- Airport General Manager

Building Inspection

- Building Official
- Chief Building Official
- Deputy Building Official

Code Enforcement

- Code Compliance Superintendent

Communications

- Communications Manager - 911
- Deputy Director of Emergency Communication Center
- Emergency Dispatch Director
- Executive Director of Emergency Communications Center
- Executive Director of County Consolidated Dispatch Authority
- Executive Director of 911 District

Economic Development/CVB/Tourism

- Assistant Director of Economic Development
- Assistant Director of Housing & Economic Development
- Business Development Director
- CEO of Port & Harbor Commission
- Convention Center Operations Manager
- CVB Director
- Director of Economic Development
- Director of the Office of Economic Development
- Economic Development & Tourism Coordinator
- Economic Development Manager
- Executive Director of Port & Harbor Commission
- Executive Director of EDC
- Executive Vice President/Chief Economic Development Officer
- Main Street Manager
- President of EDC
- President of Chamber of Commerce
- President/CEO of EDC

- President/CEO of Regional Chamber of Commerce and Economic Development
- President/CEO of Office of Economic Development
- Special Events Director

Emergency Management

- Executive Director/Emergency Management (nonprofit)
- Homeland Security & Emergency Management Director

Engineering

- Assistant City Engineer
- Assistant City Engineer for Development
- City Engineer
- Construction Engineer
- Director of Capital Projects and Development Engineering
- Director of Engineering
- Director of Engineering and Environmental Services
- Director of Engineering Services
- Electrical Engineer
- Senior Operations Electrical Engineer
- Traffic Engineer

Finance

- Assistant Finance Director
- Budget Director
- Capital Projects Budget Manager
- Chief Financial Officer
- Comptroller
- Deputy Finance Director
- Financial Services Director
- Finance Director
- Public Works Finance Officer
- Purchasing Director
- Senior Accountant

Fire/EMS

- Assistant Fire Chief
- Battalion Chief
- Executive Director of EMS
- Fire Chief
- Training Chief

Fleet

- Fleet Services Manager

Human Resources/Risk Management

- Assistant Human Resources Director
- Human Resources Director
- Director of Human Resources & Risk Management
- Human Resources/Civil Service Director

Information Technology

- Assistant Director-IT Solutions
- Chief Information Officer
- Chief Knowledge Officer
- Chief Technology Officer
- Director of Information Technology
- GIS Manager
- IT Manager
- Police IT Manager
- Senior Software Developer

Legal

- City Attorney (firm)
- City Attorney (individual)
- First Assistant City Attorney

Libraries

- Chief Librarian
- Director of Libraries
- Library Director

Marketing and Community Engagement

- Director of Community Affairs
- Public Information Officer

Municipal Court

- Director of Municipal Court Services
- Municipal Court Director

Parks & Recreation

- Assistant Director of Parks & Recreation
- Parks & Recreation Director

Planning/Development Services

- Assistant Director of Planning & Development
- Assistant Planning Director
- Building Official
- City Planner
- Community Development Director
- Deputy Director of Development Services
- Development Services Director
- Director of Community and Development Services
- Director of Municipal Development Services
- Director of Planning
- Planning & Development Director
- Redevelopment Project Director
- Senior Redevelopment Project Director

Police

- Assistant Police Chief
- Chief Administrative Officer (police)
- Chief of Police
- Deputy Director-Police Administrative Services
- Safety Services Manager/Police Chief

Public Health/Social Services

- Environmental Health Director
- Health & Human Services Director
- Neighborhood Services Manager

Public Works/Utilities

- Assistant General Manager-Water Authority
- Assistant Public Works Director
- Assistant Utilities Director
- Deputy Municipal Services Director
- Deputy Director of Utilities
- Development & Public Works Director
- Director of Public Services
- Director of Public Works
- Director of Street Operations
- Electric Utility Director
- Executive Director-Water District
- General Manager-Regional Utility Authority
- General Manager-Water District
- Managing Director for Public Works & Utilities
- Public Works Director/City Engineer
- Sanitation Director
- Solid Waste Superintendent
- Streets & Stormwater Director
- Utilities Director
- Utility Services Director
- Utilities Services Manager

- Water/Wastewater Utilities Director

Transportation

- Assistant Director of Transportation
- Executive Director-Regional Mobility Authority
- MPO Administrator
- Transportation Manager

Other

- Deputy Chief Medical Examiner
- Executive Director-Municipal League
- Property Management Director

APPENDIX "C"

PROJECT COST

This proposal is valid until September 5, 2019

All-Inclusive Maximum Price

Professional Services Fee:	$ 18,500
Expenses Not-to-Exceed:	$ 8,000
All-Inclusive, Not-to-Exceed Maximum Price:	**$ 26,500***

Expenses Not-to Exceed

SGR does not bill the client for any expenses except for those explicitly detailed herein. Items included in the Expenses Not-to-Exceed include:

- Professional production of a high quality brochure. This brochure (typically 4 pages) is produced by SGR's graphic designer for a flat fee of $1,500.
- Marketing and Ad Placements:
    - Announcement in SGR's 10 in 10 Leadership and Innovation e-newsletter
    - Email blast to SGR's profession-specific opt-in subscriber list
    - Featured post on SGR's website
    - Featured ad on SGR's job board
    - Promotions on SGR's social media pages – Facebook, Twitter, LinkedIn, Instagram
    - Targeted ad placements on LinkedIn users' pages who have been selected by LinkedIn's algorithm to be a match for your job posting.
    - Ad placements with one national association and one state association. These two ads are billed at actual cost, with no markup for overhead. Additional ad placements, or the organization's choice, will be billed over and above the not-to-exceed maximum price.
- Printing of documents and materials. Reproduction costs for reports and briefing books presented to the client at 26 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).
- Comprehensive Media Reports – Stage 2. There is a cost of $500 per candidate. SGR recommends conducting Stage 2 media searches on the finalist candidates (up to 6 finalists).
- Comprehensive Background Investigation Reports. There is a cost of $400 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 6 finalists).

- Travel for the Executive Recruiter (incurred for the benefit of the client). Meals are billed 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.
- Up to four (4) visits/trips by the Recruiter to the Organization. Any additional visits/trips by the Recruiter to the Organization will be billed over and above the not-to-exceed maximum price.

*Supplemental Services

The supplemental services listed below are not included in the maximum price above. These supplemental services 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.
- Stakeholder Survey. SGR will conduct a Stakeholder Survey for $1,000. SGR provides recommended survey questions and sets up an online survey. Stakeholders are directed to a web page or invited to take the survey by email. Written summary of results is provided to the organization.
- Additional Ad Placements. Additional ad placements, as approved by the organization, that are not included in the not-to-exceed expenses will be billed back at actual cost with no markup for overhead.
- DiSC Assessments. There is a cost of $150 per candidate for the DiSC Management Profile.
- Post-Hire Team Building Analysis. A half-day onsite workshop is $4,000, plus travel expenses, and $150 per person for I-OPT reports.
- Site Visits to Communities of Finalist Candidates. If desired, the Executive Recruiter 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 recruitment are billed in three equal installments during the course of the recruitment. 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 recruitment. Expense (reimbursable) items and supplemental services will be billed with each of the three installments, as appropriate.

Service Guarantee

SGR guarantees that you will be satisfied with the results of the recruitment 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) who resigns or is released within 18 months of their hire date, SGR will repeat the process at no additional professional fee to the client. If the Organization circumvents SGR's recruitment process and selects a candidate who did not participate in the full recruitment process, the service guarantee is null and void. We also guarantee that we will not directly solicit a candidate we bring to you for another job.

COUNCIL BILL NO. 2019-004 ORDINANCE NO.

AN ORDINANCE approving an Agreement for Professional Consulting Services between the City of Joplin and Strategic Government Resources to provide services related to the search for a new City Manager; authorizing the Mayor to execute the same by and on behalf of the City of Joplin, Missouri; and containing an emergency clause.

BE IT ORDAINED BY THE COUNCIL OF THE CITY OF JOPLIN, MISSOURI, as follows:

Section 1. That an Agreement for Professional Consulting Services by and between the City of Joplin, Missouri, a Municipal Corporation, and Strategic Government Resources, dealing generally with the provision of professional consulting services for an executive search process to fill the City Manager position, a true and accurate copy of the same being attached hereto, be, and the same is, hereby approved.

Section 2. That the Mayor of the City of Joplin is hereby authorized and directed to execute said Agreement by and on behalf of the City of Joplin, Missouri.

Section 3. That this Ordinance, being an ordinance dealing generally with payment of current city government expenses, is an emergency within the meaning of Section 2.12(3) of the Home Rule Charter of the City of Joplin, Missouri, and, as such, shall be in full force and effect immediately from and after its adoption and approval.

PASSED BY THE COUNCIL OF THE CITY OF JOPLIN, MISSOURI, this _____ day

of _____, 2019, by a vote of _____.

_____
Gary L. Shaw, Mayor

ATTEST:

_____
Barbara J. Gollhofer, City Clerk

APPROVED AS TO FORM:

_____
Peter C. Edwards, City Attorney