



MERCER GROUP ASSOCIATES

107 Indigo Lane
Athens, GA 30606

 REDDISH EXECUTIVE SEARCH, LLC

(706) 614 4961
alanreddish51@gmail.com

TO: Gregg Batts, Human Resources Director
City of Dalton

FR: Alan Reddish, Senior Associate
Mercer Group Associates

RE: Recreation Director Search Proposal

DT: August 7, 2021

Thank you for allowing Reddish Executive Search Associates, dba Mercer Group Associates to provide a proposal to assist the City of Dalton with its search for a Recreation Director. This appointment is important to the citizens of Dalton so the selection process should be conducted carefully to ensure that the person selected truly satisfies the unique needs of the community. Mercer Group Associates will provide a quality search process by partnering with the City to recruit a Recreation Director who embraces the values of the Dalton community and has the required recreation and management experience necessary for success.

Mercer Group has extensive experience conducting executive level searches for local governments across the country. The team specifically assigned to your project, Alan Reddish and Lisa Ward, has conducted approximately 50 local government searches in Georgia in the last four years. We are former Georgia local government practitioners whose Georgia experience and knowledge base are unmatched by other firms.

Ms. Ward and I will be the professionals you interact with throughout the entire search process and are available to be on-site twice during the search process (if allowed by Covid-19 restrictions). If additional on-site visits are needed, they can be easily arranged since your project will be managed from our office in Athens. Biographical information about our Georgia team members is shown below along with a partial list of Georgia searches they have conducted.

W. Alan Reddish, Senior Associate

Mr. Reddish specializes in Executive Search for Mercer Group Associates and will serve as the Project Manager for your search. He has over 35 years of experience as a local government manager serving as Manager in three Georgia communities, most recently retiring as Manager of the Unified Government of Athens-Clarke County after 15 years of service. In that capacity Mr. Reddish was responsible for an operating budget exceeding \$190 million, 1700 employees, and three capital programs totaling over \$500 million. During his tenure as Manager, Mr.



Reddish conducted many national searches to recruit and hire a professional team of department directors to ensure efficient delivery of services to the Athens-Clarke County community of 123,000, which is home to the University of Georgia. Positions filled included Asst. County Manager, Finance Director, Information Technology Director, Leisure Services Director, Police Chief, Fire Chief, Solid Waste Director, Economic Development Director, and Human Resources Director.

Mr. Reddish's professional career also includes three years of service as the Associate Director of the Carl Vinson Institute of Government at the University of Georgia. In that role he was responsible for the management of faculty and support staff that delivered 500 training and professional development programs annually to local and state government officials throughout Georgia.

Mr. Reddish holds a Bachelor's degree in Political Science from the University of Georgia and a Master's degree in Public Administration from Troy State University. He received the first *Pillar of the Profession Award* from the Georgia City/County Management Association which annually recognizes a person that has demonstrated a sustained commitment to personal and professional development along with mentoring, coaching, and counseling peers and other local government officials.

Lisa A. Ward, Senior Associate

Lisa Ward will serve as the Senior Consultant for this project. Ms. Ward has 30 years of combined government and human resources experience. She worked for many years at the Director level in various Human Resources functions of local government. Prior to becoming a member of the Mercer team, Ms. Ward was responsible for developing, implementing, and administering programs and policies for the nation's second largest Electric Membership Corporation (EMC). Ms. Ward handled all employee benefits administration, recruiting and retention strategies, as well as employee performance management, training, and development. She has been responsible for self-funded insurance programs including, health, dental, short-term disability, general liability, and worker's compensation, managing millions of dollars annually.

Ms. Ward retired June 1, 2008, as an officer from United States Air Force with 23 years of active and reserve military service. During her military career she served in three branches of the armed forces: Navy, Army and Air Force which provided her an in-depth understanding of the importance of diversity, confidentiality, and leadership development.

Ms. Ward has a Master's Degree in Public Administration (MPA) from the University of North Florida in Jacksonville, Florida and a Bachelor's Degree in Psychology from the University of Nebraska. In July 2016, Lisa attended the Senior Executive Institute (SEI) at the University of Virginia focusing on high performing organizations. She is a Human Resources professional and holds her PHR and SHRM-CP certifications. Ms. Ward served as the President of the Athens-Area Society for Human Resources Management (AASHRM) from 2016-2018 and recently



served on the ICMA Veteran's Task Force. She serves as a volunteer Guardian Ad Litem in her community advocating for children in need for the local court system. Ms. Ward also serves as a Board Member for the non-profit organization, Blessings in a Backpack, feeding children that would otherwise go without meals on the weekends.

Partial List of Searches Conducted by the Mercer Group Associates—Georgia Team:

Recreation Directors

- Roswell, Upson County

City/County Managers/Administrators

- Norcross, Roswell, Brunswick, Cartersville, Clarkston, Avondale Estates, South Fulton, Fairburn, Social Circle, Glynn County, Flowery Branch, Jesup
- Assistant Managers: Liberty County, Carrollton, Bryan County

Public Works, Engineers, Utility, Stormwater Directors

- Savannah, Bryan County, Milton, Statesboro, Newnan, Lawrenceville, Valdosta

Fire Chiefs

- Columbus, Milton

Police Chiefs

- Savannah, Forest Park, Chamblee, Valdosta, Columbus, Burlington NC
- Executive Director of the Georgia Association of Chiefs of Police

Human Resources Directors

- Clayton County Water Authority, Savannah, Richmond Hill, Hall County, Henry County, Bryan County

The proposed Professional Services Agreement and Scope of Services for your search is attached below as Attachment "A". We look forward to working with Dalton on this important project. If you have any questions concerning our proposal, please give me a call at 706-614-4961 or email me at alanreddish51@gmail.com.

Sincerely,

W. Alan Reddish
Senior Associate
Mercer Group Associates



Attachment "A"

PROFESSIONAL SERVICES AGREEMENT

This AGREEMENT, made as of this 8th day of August, 2021, by and between **REDDISH EXECUTIVE SEARCH ASSOCIATES LLC, dba Mercer Group Associates** and the **CITY OF DALTON** a municipal corporation of the state of Georgia.

WITNESSETH:

WHEREAS, the City of Dalton (hereinafter referred to as "City") has made a request for a final proposal from Reddish Search Associates LLC, dba Mercer Group Associates (hereinafter referred to as "Mercer") to assist the City in conducting a search for a Recreation Director (hereinafter referred to as "Director"); and

WHEREAS, the City selected Mercer's proposal as the proposal that best meets its needs and the City desires to hire Mercer to perform the search; and

WHEREAS, Mercer desires to provide professional assistance to the City as it undertakes its responsibility of hiring a Recreation Director.

NOW THEREFORE, in consideration of the following mutual covenants and other good and valuable consideration, the receipt and adequacy of which is hereby acknowledged by all parties hereto, Mercer and the City hereby agree as follows:

1. Mercer agrees to work with the City to conduct an effective search process for filling the position of Recreation Director in accordance with the Scope of Services outlined and attached (Appendix "A") and made a part of this agreement.
2. The City agrees to compensate Mercer for its services with a base fee of \$17,500 (seventeen thousand five hundred dollars). The City also agrees to reimburse Mercer for direct expenses incurred such as advertising, third-party background checks, consultant travel/lodging, report preparation and other reasonable incidentals. Cost for direct expenses will not exceed \$4,100 (four thousand one hundred dollars) without written approval of the City. The cost for final candidates to travel to Dalton for interviews or other reasons required by the City is not included in this agreement. Those costs may be paid by the City directly to the candidates on a reimbursement basis and are difficult to estimate because they are dependent upon the number of candidates the City selects to interview, and the distance candidates must travel for the interviews.



The City agrees to pay one-third of the base fee (\$5,833.33) at the time notice to proceed is given to Mercer; one-third (\$5,833.33) when applications are closed and Mercer provides a recommended list of semi-finalists to the City to be approved for more intensive review by Mercer; and the final one-third (\$5,833.33) when interview packages of the semi-finalist, recommended by Mercer and approved by the City, are delivered to the City and interview dates are established by Mercer in coordination with the City. All payments for agreed upon services shall be due and payable upon the submittal of an invoice by Mercer describing services completed.

3. The City and Mercer both agree that this Agreement shall be governed by the laws of the State of Georgia.
4. The City and Mercer agree that Reddish Executive Search Associates LLC, dba Mercer Group Associates is an independent contractor to the City and Mercer acknowledges that it will not be the recipient of any benefits granted to employees by the City.
5. Mercer confirms that the firm presently is a member of the E-Verify program and will apply the E-Verify process during the entire duration of this contract to ensure the firm does not employ or sub-contract with persons who are illegal aliens or who otherwise cannot legally work in the United States.
6. Mercer confirms that the firm is an equal opportunity employer and assures equal opportunity based on ability and fitness for all employees, contractors, and applicants regardless of race, color, religion, sex or sexual orientation, age, marital or veteran's status, national origin, or the presence of any sensory, mental, or physical disability. Our equal employment policy is disseminated to all applicants, employees, and contractors. The intent of this policy applies to internal operations, recruitment, and consulting activities conducted by the firm.
7. The City and Mercer both agree that in the event any dispute arises between the parties, the complaining party shall promptly notify the other of the dispute in writing. Each party shall respond to the other party in writing within ten (10) working days of the receipt of such notice.
8. The City and Mercer both agree that any amendments to this Agreement shall be made in writing and executed by both parties. No proposed amendment which is not in writing and executed by both parties shall affect the terms of this agreement.
9. The parties shall have the right at either party's convenience to terminate this Agreement following ten (10) days written notice to the affected party. Should either party



terminate this agreement, the City shall only be obligated to pay Mercer for those services rendered as of the date of termination.

REDDISH EXECUTIVE SEARCH ASSOCIATES, LLC
dba Mercer Group Associates

W. Alan Reddish

W. Alan Reddish
Senior Associate

CITY OF DALTON, GA

BY: *[Signature]* Mayor

(Name and Title)

Attest: *Valerie Brock*



Scope of Services: Recreation Director Search

PROJECT TEAM

The following Mercer team members will be responsible for assisting the City of Dalton with its search for a Recreation Director Search.

W. Alan Reddish, Senior Associate

Mr. Reddish specializes in Executive Search for the Mercer Group and will serve as the Project Manager and primary contact for this search. He focuses his work on the State of Georgia having completed dozens of Georgia local government executive searches over the past four years.

Mr. Reddish has over 35 years of experience as a local government manager serving as Manager in three Georgia communities, most recently retiring as Manager of the Unified Government of Athens-Clarke County after 15 years of service. In that capacity Mr. Reddish was responsible for an operating budget exceeding \$190 million, 1700 employees, and three capital programs totaling over \$500 million. During his tenure as Manager, Mr. Reddish conducted many national searches to recruit and hire a professional team of department directors to ensure efficient delivery of services to the Athens-Clarke County community of 123,000, which is home to the University of Georgia.

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Director level in various functions of local government related to Human Resources. Prior to becoming a member of the Mercer team, Ms. Ward was responsible for developing, implementing, and administering programs and policies for the nation's second largest Electric Membership Corporation (EMC). Ms. Ward handled all employee benefits administration, recruiting and retention strategies, as well as employee performance management, training, and development. She has been responsible for self-funded insurance programs including, health, dental, short-term disability, general liability, and worker's compensation, managing millions of dollars annually.

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WORK PLAN

Mercer Group's work plan will be interactive with the City throughout the entire search process. Mercer will be on-site (as permitted by Covid-19 restrictions) during the Position Analysis or Candidate Screening phases as well as the Interview phase of the Work Plan described below. Additional visits easily can be scheduled since your project will be managed from our Athens office. The Recreation Director search will be a national search but will demonstrate sensitivity to candidates that have local and regional qualifications.

Position Analysis: Mercer will conduct individual interviews with the City Administrator and other stakeholders identified by the Administrator to determine the goals, future plans, major local issues, desirable qualities of the new Director, expected leadership style, minimum training and experience required. Based on those interviews/meetings and review of the job description adopted by the City, Mercer will prepare a draft position profile in the form of a recruitment brochure designed to attract highly qualified applicants. The profile will include information about the City, services provided, major issues to be addressed, the position duties and responsibilities, minimum qualifications, and selection criteria. The final profile will be approved by the City in order to arrive at a general agreement regarding the specifications for the position. The completed recruitment brochure will be used primarily in an electronic format attached to all national, regional, and state announcements concerning the Director search.



Recruitment Process: Mercer will work with the City to determine which advertising options are most likely to produce quality applicants for the position. These ads will be primarily electronic postings on national and state websites related to professional journals, professional newsletters, and other websites typically viewed by management professionals. These outreach efforts will include postings specifically focused on creating a diverse candidate pool for the City's consideration. Mercer will also make direct contact with persons in recreation positions listed in Mercer Group's database. This database includes potential candidates who are currently serving as Recreation Directors, Assistant Directors, and other upper-level recreation and leisure services professionals. Mercer will also rely heavily on our personal contacts with recreation professionals we have developed relationships with during recent searches who may meet the City's requirements. The formal recruitment process will be not less than 30 days to ensure many qualified candidates are aware of the opportunity and have adequate time to apply.

Resume Review: All resumes/applicants will be received directly by Mercer. Mercer will review and analyze each applicant's background and experience against the approved position profile criteria. Applicants not meeting the minimum requirements will be placed in "hold" status and will not continue to be actively considered. Mercer will acknowledge all resumes received and keep candidates informed of their status as the process evolves.

Candidate Screening: An initial screening of the most promising candidates will be conducted by Mercer through telephone/video interviews and preliminary reference checks to assess educational background, technical knowledge, experience level, management style, and personality traits. Once the initial screening is completed, Mercer will select a short list of 5-7 candidates that appear to be the most qualified and most closely match the position profile criteria. A summary of those candidates' resumes and background information, gathered by Mercer to date, will be shared with the City to determine if the candidates meet expectations and therefore should be evaluated further by Mercer. The City will be asked to select 4-5 semi-finalists for extensive background checks by Mercer and ultimately to be interviewed assuming they successfully complete the Mercer background checks. If none of these candidates are satisfactory to the City, Mercer will continue the search process at no additional cost to the City except direct reimbursable expenses.

Background Checks: Mercer will conduct a more intensive background check of candidates identified as qualified (i.e. semi-finalists) by the City to verify the accuracy of information related to academic credentials, past employment, financial stability, criminal history and driving record. Additional references will be contacted to better assess each candidate's work experiences and a social media/internet review will be conducted to ensure no candidate background "surprises" surface later. The results of the background checks, reference checks, and social media search along with all resumes and other application materials gathered by Mercer will be shared with



the City in report format prior to interviews being conducted so that interviewers can prepare for interviewing the recommended Director semi-finalists.

Interview Process: Mercer, working with the City, will arrange interview times with the final 4-5 semi-finalists in accordance with an interview process approved by the City. At the discretion of the City, the process may include interview panels of professional peers and Recreation Board members, in addition to interviews with the Administrator. If requested by the City, psychological testing and position assessment center reviews can be arranged by Mercer, at an additional cost. These are outside partnerships which will require coordination with other entities for scheduling purposes and may extend the selection timeline. Mercer will also provide recommended questions to be used in the interview process to produce consistency of information received from each candidate and to ensure appropriateness of questions asked. Mercer will act as facilitators for the interviews and will participate in the interview process at any level directed by the City. Guidelines and suggestions for conducting a successful interview will be discussed with all interviewers before the interview process begins. Mercer will provide observations and insights about each candidate after the interviews.

Follow-Up: Mercer will assist, if requested by the City, in the negotiations of an employment agreement to include salary, benefits, and other conditions of employment with the candidate chosen by the City. Final approval of all aspects of the terms of employment rests with the City. An employment agreement draft will be provided to the City Attorney for review if requested. In the event an employment agreement cannot be negotiated with the selected candidate, Mercer will work with the City to select an alternate candidate.

COMMITMENTS AND GUARANTEES

Mercer commits to professionally handle all media inquiries. Unless otherwise directed, it is our standard practice to advise all media that we are working on behalf of the City and that any public statements should come directly from the Administrator's Office. We will maintain confidentiality of candidate information and recommend that the City do the same to the degree possible under Georgia law. Mercer will suggest actions and timelines for actions by the City that we believe will ensure that the City always remains in compliance with Georgia Open Meetings/Records Acts; however, all final decisions of compliance rest with the City as advised by the City Attorney. Mercer will formally notify all unsuccessful candidates who were interviewed or will provide a draft letter the Manager may wish to use to officially notify candidates not selected.

Mercer will provide the City with timely status reports of the progress of the search. These email updates will include status of the recruitment efforts, steps being taken to meet the stated timeline, and a summary of expenses incurred to date. We will coordinate all our needed



support from the City through the Human Resources Director unless otherwise directed, for such items as arranging interviews, providing public documents such as budgets and employee benefits information, gathering information for the recruitment brochure, and processing Mercer invoices for payment of services.

Mercer will not recruit candidates from the City for two years after completion of the search assignment without the full agreement of the City. We will never recruit a candidate whom we placed with the City as long as he/she is employed by the City without the full agreement of the City. If the candidate we placed with the City leaves for any reason (including termination) during the 12-month period following the date of placement, Mercer will conduct another candidate search and charge the City for only the out-of-pocket expenses required to make the new placement.

PROJECT TIMELINE

Mercer will focus its resources and efforts with a goal of having a Recreation Director selected within 90 days after receiving notice to proceed. Please note this does not include any waiting time that may be required by Georgia Open Records/Meetings Acts. Below is a breakdown of the Work Plan items noted above and associated days needed to complete the critical elements of the search.

Upon receipt of Notice to Proceed from the City, Mercer will develop a project calendar of events that will identify specific dates to complete the search within the 90-day schedule. The project calendar will remain flexible throughout the search process to meet the needs of the City and to reduce the number of days needed to complete the process if possible. Upon approval of this proposal, Mercer is prepared to negotiate a specific start date that meets the needs of the City and considers other Mercer Group commitments already in place.

1. Interview Manager & Stakeholders/Position Analysis:	14 days
2. Recruitment Process:	40 days
3. Resume Review & Candidate Screening:	10 days
4. Candidate Background Checks:	21 days
5. Interview/Selection Process:	3 days
6. Negotiate Conditional Employment Agreement:	<u>2 days</u>
Total	90 days